MAR 5 1929

Sales Management

AND ADVERTISERS' WEEKLY

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MARCH 2, 1929



This Issue: SAUNDERS NORVELL, President, Remington Arms; C. J. WHIPPLE, President, Hibbard, Spencer, Bartlett & Co.; WALTER I. WILLIS, Vice-President, Three-in-One Oil.



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When the Postman Whistles

watching for series . . . .

Editor, SALES MANAGEMENT: We enjoy SALES MANAGEMENT very much and find many helpful ideas in it . . . we are watching with interest for your series of articles on maintaining sales in summer.—*A. C. Carlson, president, Monumental Sales & Manufacturing Company, St. Cloud, Minnesota.*

more about New Orleans . . . .

Editor, SALES MANAGEMENT: We realized that space limitations in your issue of January 26 made it impossible for you to mention all of the major projects which New Orleans has under way and that you could cover only a part of them. We did feel, however, that our city was not represented as well as most of the others so far as pictures were concerned.

You will probably be interested in knowing that since your issue of January 26 New Orleans has witnessed several events which are considered important steps in its march onward. Today, for example, we are driving our first pile in our new auditorium, which is going to cost $2,000,000 and which will give us one of the finest structures of this kind in the South. Bids have also just been received for our new criminal courthouse which will be erected at a cost of $1,750,000, and work will be started next week on the new seventeen-story Orleanian Hotel, to cost $1,850,000.

The first of the series of bids covering sewerage, water and drainage expansion were advertised for last week. The expenditures this year for these improvements will amount to $6,459,000 as part of the $16,000,000 expansion program planned during the next three years.

New Orleans' growth was also materially advanced by the inauguration of the New Orleans-Beaumont-Houston air line on January 23. Air lines from Mexico City to Brownsville border and from there to Houston are also to be opened soon which will give our city a direct air connection with the Mexican capital.—*Wilson S. Callender, National Advertising Secretary, New Orleans Association of Commerce.*

street car good will . . . .

Editor, SALES MANAGEMENT: At the request of Mr. Labert St. Clair, director of advertising of the American Electric Railway Association, I am sending you data which refutes the following statement in your issue of February 9:

"Isn't it a commentary on the value of favorable public opinion for a whole industry, that the automobile dealers and manufacturers have pretty much had their way, and that the propaganda of the American Electric Railway Association could not even secure anything against parking in the Model Municipal Traffic Ordinance adopted in August, 1928, by the National Conference on Street and Highway Safety?"

It will be clear to you from this data that a good many rules against parking were "secured" by the American Electric Railway Association in the Model Municipal Traffic Ordinance. The *Mercury* article, on which your comment is based, made the following statement, concluding the paragraph which your editorial discussed:

"The Hoover Model Ordinance all but makes downtown parking impossible, but it does not prohibit it outright."

Mr. St. Clair believes, and I agree with him, that your conclusions in your editorial to the effect that both the *Mercury* article and the Model Municipal Traffic ordinance proved the existence of a more favorable public opinion toward the automobile industry than toward the street railway industry, were based either on ignorance of or misunderstanding of the facts. The enclosed data and a further perusal of the *Mercury* article, particularly the paragraph on page 157, establishes this clearly.—*R. S. Tompkins, assistant to president, The United Railways & Electric Company of Baltimore, Baltimore, Maryland.*

(The point Mr. Tompkins brings up is, of course, largely a matter of difference of opinion. There are many who agree that the street cars do not weigh so much with the public, largely because they have not cultivated public opinion, have not advertised their services and their virtues.—The Editors)

Sales
Management
AND ADVERTISERS' WEEKLY

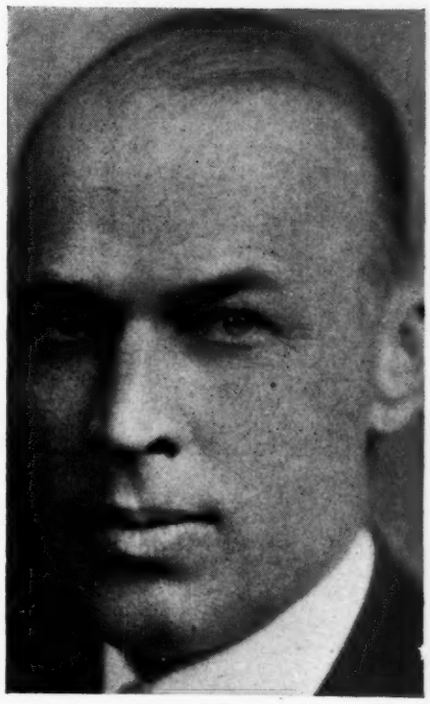
VOLUME SEVENTEEN, NUMBER NINE NEW YORK, N. Y., MARCH 2, 1929

The Manufacturer's Birthright and the Chain Store's Mess of Pottage

Can the manufacturer sell the chains, the mail order houses, and cooperative units and still retain the support of the jobbers? This is the question discussed here by the president of one of the biggest jobbing concerns in the hardware field. Do you disagree with his views? What is your opinion?

BY C. J. WHIPPLE

President, Hibbard, Spencer, Bartlett & Company, Chicago Illinois.



C. J. Whipple

¶ Hibbard, Spencer, Bartlett & Company serve what is certainly one of the biggest territories that any concern in the wholesale business serves—from Pennsylvania to California. They have 236 salesmen who handle an average of about 75 active accounts each. In their giant building on Chicago's lake front every order is dispatched through the organization on "railroad" time, and more than 90 per cent of the orders are shipped the day they are received.

WITH so many commentators on the subject of distribution busily composing epitaphs for the tombstones of the jobbers, it is only natural that I am bombarded with questions as to what we, from our vantage point in the wholesale hardware field, see ahead of us. Where to, distribution? Can the jobber survive?

The answer briefly is this: Our policies are changing, and will continue to change, to meet new conditions, but we see no reason for pessimism beyond a normal amount of uncertainty as to what new sales and distribution problems tomorrow may bring. We do not think the independent merchant is doomed if he will avail himself of the same modern selling tools his competitors are using. We do feel that there will have to be a much closer cooperation between the independent dealer and his jobber than ever before. And we believe also that the manufacturer has now come to the place where he has some of the most important decisions to make as to selling policies that he has ever had.

The last point first: I feel very certain that the manufacturer will have to decide, very soon, whether he will cast his lot with the chains, mail-order and cooperative organizations, or whether he will refuse to sell these units and come to the jobber with a policy of full 100 per cent cooperation. I do not believe he can sell identical merchandise to both and grow and make a profit.

For here is the situation, as I see it —and the theory upon which our newest sales policies are predicated— the independent dealer cannot long remain at a price disadvantage over

his competitors. I do not take any stock in the theory that a certain strata of consumers will always be willing to pay the extra price for the things independent dealers call "service."

It is undoubtedly true that, now and then, some of us are willing to pay a price to have an article immediately—we may be willing to pay 75 cents for a tube of Perfection toothpaste if there is only one drug store near, and that is the price the store asks for the product. We may do that once—but the next time we'll go to the store where we know the price on Perfection is 39 cents. That is only common sense.

For the manufacturer, who sells the same article to the chains at a price which allows them to undersell has thereby set a new retail price for his product. *The mail-order price or the chain-store price is the fixed retail price.* There are many who disagree violently with me when I say this, but I am thoroughly sincere in saying that I believe it to be true—the mail-order price is the fixed retail price. One of the most important evidences that this is true lies in the recent announcement by Sears, Roebuck that they will prepay parcel-post charges, so that the customer knows the goods will cost him exactly the price listed in the catalog.

Now consider the independent merchant who is seeing the light—the merchant who realizes that old methods must go. His store must be modernized, his lines must be more carefully selected, and fewer items carried, he must revamp his entire buying and selling and merchandising structure. He must know where the profit comes from and see to it that lines carried at a loss are eliminated and profitable lines substituted for them. For mere turnover without profit is futility itself. Put this together with the fact that some of the branded lines he has been carrying are now being sold by the chains at cut-prices he cannot meet and still make a profit. There is no escaping the conclusion: the independent dealer (and, no less important, his jobber) must and will quit handling these lines. For this is the way the dealer must run his business if he is to make a profit, and if he doesn't make a profit he can't continue to exist.

Because we believe this to be a true picture of the situation, we do not feel that it is going to be to our interest to sell the identical merchandise the cooperative houses and the chains and the mail-order retail stores do. We put it up to our factories frankly and tell them that if they sell such concerns it is our privilege to select another line of merchandise. This represents the trend of our new sales policies.





¶What happened to one of those old-fashioned "museum" type hardware stores after Hibbard's store engineers were given *carte blanche* in modernizing it. This type of service is supplied to dealers without charge.

Consider the case of a large manufacturer of tools—a branded line we

Hibbard a Profit

ON the accompanying pages Mr. Whipple has explained something of this company's attitude toward present distribution problems insofar as it affects their own sales policies. In line with some of the facts and beliefs Mr. Whipple has set forth, Hibbard, Spencer, Bartlett & Company are building up a plan which is an answer to the question (if it arises), "Granting that all these things are true, what are you, as hardware jobbers, doing about it—what are you doing to help solve those problems?"

This plan is one through which we are seeking to help our independent merchants meet chain store and other competition—a plan which goes all the way down to the rock-bottom of the science of retail selling. It is no makeshift type of relief we are advocating, but a complete modernization of the older-fashioned methods which still so severely handicap independent hardware retailers.

Some years ago, in an effort to accomplish the same purpose, we promoted a plan for getting retail hardware dealers to advertise. But that plan was wasteful and ineffective for the simple reason that most of these merchants weren't ready to advertise. Their stores were dirty and poorly lighted; they were overstocked on out-

have sold for years. One of the leading items in the line is a screwdriver. On this number the jobber's price to dealers is $24.10, or about $2.01 each. The generally accepted retail price on the driver has been $2.65. That amounts to a gross profit of about 31 per cent, out of which the dealer must pay his freight and his overhead and get a small net profit.

But now this manufacturer has seen fit to sell the mail-order houses, with the result that this same screwdriver is listed on the Sears, Roebuck catalog at $2.39. On a special flyer sent out featuring this item the price is cut further to $2.25—or a cut of 15.2 per cent on the heretofore accepted retail price of $2.65. Suppose the independent dealer cuts his price to meet this $2.25—what has he left? But 24 cents—or about 11 per cent. And he can't do business and make a profit at that price.

The jobber's price on this screwdriver is $19.30. If the retailer must sell at $2.25, this leaves a margin of but 25 per cent, out of which freight is to be paid, and both the retailer and jobber are to pay overhead and get a profit—it just can't be done, because you can't distribute at such a low cost. This item, therefore, is no longer a jobbing item, simply because the jobber can't handle it at a profit, and neither can his dealers.

Another case in point is that of a manufacturer of ammunition who has always been a strong promoter of price maintenance on his products insofar as this is legally possible. This manufacturer has declared himself quite clearly on this policy. Yet he began selling to the mail-order houses at a quotation which enables them to resell at a price which is 15 per cent lower than the accepted retail price. Whereupon the independent dealers naturally come back at us and other jobbers in our field, demanding lower prices from us. Yet the manufacturer begs his wholesalers not to demoralize the market by price-cutting! Another one of those inconsistencies of distribution!

It has seemed to me that many manufacturers, in the formulation of selling policies on this point of soliciting chain-store and mail-order business, are allowing themselves to be woefully confused. They are allowing the tail to wag the dog. They have a vastly inflated idea of the importance of the business they get from the so-called "big" buyers. At least this seems certainly to be true in the hardware field.

They do not seem to realize that 90 per cent of the retail hardware business is still done through independent dealers. There are manufactured, for example, about 900,000,000 ammunition shells in this country annually. Of this amount less than 20,000,000 are sold by the mail-order houses. Of a total of about 300,000 dozen lanterns sold yearly, the

(*Continued on page* 520)

Shows Dealers How to Sell at in a Competitive Market

BY RANKIN H. ROBERTS

Manager, Dealers' Service Bureau, Hibbard, Spencer, Bartlett & Company, Chicago, Illinois.

of-date merchandise; goods were packed in bins and drawers and there was little attractive display—there were many reasons why they weren't ready for advertising.

We also, at one time, tried furnishing handbills and broadsides to dealers, featuring groups of hardware items, but this plan, too, was impractical, because dealers too often did not carry all the items we picked out to feature in the circular. The hardware business is a "unit" business; it falls into such divisions as paints, builders' hardware, tools, ammunition, sporting goods, toys, electric appliances, and so forth, and a dealer may carry any one of several dozen different combinations of these units in his particular store. That is the big reason for the vital need for flexibility in any advertising plan which is to be of use to many merchants. But we will come back to this point after a few moments.

In the effort to be of maximum service to our many dealers in working out our plan, each Hibbard salesman reports on his accounts according to a questionnaire compiled by the National Retail Hardware Association. This questionnaire, which is called "What's Wrong with Henry Brown," is designed to uncover the weak spots in the merchandising plans and methods of the merchant under consideration. I think you might like to read these questions:

Is the store front modern or old style?

What is the condition of the paint?

Are the signs and awnings in good condition?

Are the show windows modern or old style?

How does the lighting compare with competitors?

Is all merchandise displayed price carded?

Do window trims compare favorably with competitors?

Are aisles at least four feet wide?

Are aisles free from merchandise?

Is interior well painted?

Is store clean?

Is merchandise attractively displayed?

Are showcases orderly?

Are tops clear or covered with merchandise?

Is the location of tables and merchandise changed occasionally?

Does he use loss leaders?

Does he carry through sales plans suggested by suppliers?

Does he advertise in newspapers, mail, handbills?

The thing we are driving at in all this educational work is to make clear to the dealer that he can't expect maximum results from his business if he has a modern store, but doesn't advertise—if he advertises but doesn't display his goods suitably—if he carries good lines but has a dirty store, poorly lighted. For, we are emphasizing, no one sound business-getting idea is enough to insure success; it is the *ensemble* that counts.

With these ideas in mind we are working out a more complete dealer service plan than we have ever before offered. Thus far the service consists of what we call our "Star Leader" plan, which, in turn, is coupled with a direct advertising plan for the dealer's use, and a store equipment and a store engineering service.

The chain store's plan for featuring loss-leaders in the effort to get buyers into the habit of coming into their stores, and in getting implanted in

(*Continued on page* 521)



"Do not expect the customer immediately to fall into your arms. You're an outsider."



"After a while even the toughest customer will get tired of being mean to you."

The Salesman and His "Oats"

After many years of working with salesmen, Mr. Norvell has developed some extremely practical slants on the subject of salesmen's compensation. In this article he talks about bonus plans, about what to do with the salesman who has reached his maximum earning capacity, and about the theory behind profit-sharing, giving some of his own experiences.

BY SAUNDERS NORVELL
President, Remington Arms Company, New York City.

THIS time you want me to write about salesmen's compensation. This, of course, is one of the most important problems of all, but it is hard to lay down any set rules because conditions in various lines of business are so different.

To illustrate, there is the "missionary" salesman traveling for a manufacturer with a jobber's salesman. It is next to impossible to measure such a salesman's work in terms of actual sales. As a matter of fact, a good missionary, if he works conscientiously on the hard spots, may do excellent work, but make a very poor showing. On the other hand, if this missionary is out just to make a record of sales, he will skim the cream off the business, sell dealers who are already sold on his line and neglect dealers who should be converted.

About the only plan to follow with missionaries is to pick the very best men, pay them a good salary, and then if you wish to show your appreciation at the end of the year, give them a bonus, regardless of the actual results as shown by the figures. It is my theory if a sales manager is in close touch with his salesmen, regardless of figures, he soon learns what is happening. He knows the men who are working hard and intelligently, and the others who are lying down.

It has always been my experience in fixing salaries that a reasonable salary, with something extra at the end of the year, produces much better results than a maximum salary without any bonus.

It has also been my experience that if it is possible to start a salesman at a small salary, it is better, because as the salary is advanced year after year the salesman feels that he is making progress. On the other hand, if you employ a salesman and pay him too much at the start, naturally you cannot continue to advance his salary, and after a while he feels that he is not making progress, becomes dissatisfied and unconsciously lets up in his efforts. All of us like to feel that we are doing better every year, and naturally we measure our progress by the amount of compensation we receive. If our salaries increase we feel better, while if they stand still we realize that the best years of our life are passing, and so we become nervous and restless.

The general principle outlined here is that if a business can start with a lot of young men at low salaries, and if these men are steadily advanced from year to year, the best results will be obtained, because these young men will feel that they are making prog-

ress. On the other hand, when a business gets to the point where they have none but old salesmen, and the salaries have reached the maximum, then it is very difficult to keep up enthusiasm and usually the selling end of such a business settles down into a rut.

I was once in intimate contact with a house that for certain reasons was thoroughly reorganized. It happened this house as reorganized was composed almost entirely of young men. The officers and directors were young. The sales manager was young. Practically all of the salesmen were young. This house increased their business steadily year after year, and as their business increased naturally the salaries of all of their people were advanced, but after some fifteen years of steady increase in salaries the manager began to see a difference. There was not the same old "pep." An analysis showed the trouble was that the maximum salaries the business could afford to pay had been reached. The officers could not earn any more. The various heads of the departments realized their salaries were at the top and the salesmen also came to this conclusion. As a result of this condition there was a settling down into easy chairs and doing routine work, instead of creative work.

How to Change this Condition

The problem, of course, is how to shake a business out of such a condition. One answer that has been worked out is to draw the department line very closely, keep a close record of the results of each department, and pay strict attention to these results. In other words, establish the principle that those who make money in the business are going to be paid, while those who do not increase their profits are not going to be paid.

The trouble with working on a plan of this kind is that in every business, after a while, you feel like one large family. The ties in business are often closer than family ties. Therefore, when the time comes, at the end of the year, to divide up it is very difficult for personal reasons to pay one head of a department or one salesman well, while others are left at their fixed salaries. On the other hand, the very moment you pay a head of a department a bonus when he has not earned it the whole idea and plan of the bonus falls down.

When a bonus plan is adopted, it should be understood right at the start that the bonus is not a part of the salary. A salary is one thing. It is for regular and steady work, what one might term a "standard" amount of work. A bonus should be paid for extraordinary results — something above the standard, but, of course, when the bonus time comes, if for one reason or another everybody receives about the same bonus, then, the incentive of the bonus plan is entirely lost.

This is one reason why the head of any business must have a good deal of iron in his blood. It is all right to be pleasant and good-natured. It is all right to have a good heart. It is all right to be popular. All of these things are dangerous. The one principle upon which a business should be run, and the only principle upon which it will be permanently successful, is on the basis of justice.

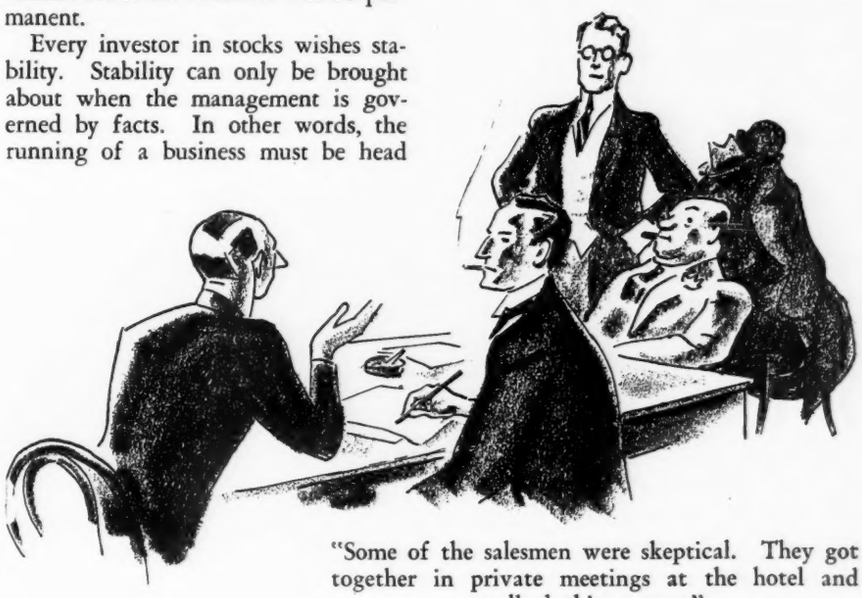
The success of a business depends upon profits, and the rewards of a business should go to those who produce the profits. A business house, after all has been said and done, is simply a money-making machine to be kept running in such a way that the returns from the machine will be permanent.

Every investor in stocks wishes stability. Stability can only be brought about when the management is governed by facts. In other words, the running of a business must be head work. While, of course, there must be heart, at the same time if any business is run entirely by the heart, and without the use of the head, the people in that business will soon find themselves living in a fool's paradise. The big-hearted head of a business may be temporarily popular, but unfortunately when the final figures are reviewed, there will be a day of reckoning.

In any business we must not be too much influenced by individual cases. We must be guided by the good of the majority and not by the privileges of a few. Whenever a privileged class of employes dominates a business, then "good-by" to success. Of course, those of us who have managed large businesses realize how difficult it is to keep down this evolution from strict justice and fairness to all as contrasted with personal privileges.

But to get back from all this philosophizing to the compensation of salesmen. Once the writer took charge of the sales of a house, and when he reviewed the salesmen's salaries he found, almost without exception, that they were excessively high. At the end of the year, these salaries were so high in proportion to the sales and profits produced that it was impossible to pay these salesmen any bonus or extra money. A study of the past history of this house showed that they had never had a system of compensation, either of commissions or of profit sharing, that worked justly and fairly with the salesmen.

When I talked to these salesmen about profit sharing and bonus they laughed. The answer was, "We have heard that before, but at the end of the year there was always some reason, or some deduction, or something that prevented our getting the extra commission or the bonus, so all of us made a dead set against the house for large flat salaries. When we get the salary we have something. We are not dealing in futures."



"Some of the salesmen were skeptical. They got together in private meetings at the hotel and talked things over."

Of course, the way this worked was that when a salesman, by reason of exceptionally good conditions in his territory, made very large sales he then struck the boss for a large raise in salary. He intimated that if they would not come across with the increase he would quit. The boss, rather than lose this good salesman who was doing so well, would yield. The flat salary was increased. Probably the next year, in the same territory, there would be a failure in crops or manufacturing conditions would not

be so good, and this salesman's sales would fall off. But having received his advance in salary on his maximum year's business, it was impossible to change his salary without great dissatisfaction, and the possibility of having the salesman resign.

This process of working up to the maximum salary had been going on in this business for years. As sales manager, I had on my hands a bunch of salesmen who were all overpaid for the results they obtained. I knew this absolutely, because I had just left another house where I had charge of the salesmen, and their salesmen cost this other house far less, simply because they had been employing their salesmen on a profit-sharing deal. The amount paid their salesmen varied from year to year according to their profits. Some years these salesmen did very well, but in other years they did not do so well, but the house under this system averaged up and the cost of their sales remained at a reasonable point.

A Profit-Sharing Plan

Another thing I have noticed is that when a salesman is drawing the maximum salary, when he knows he cannot earn any more, almost invariably his traveling expenses advance. This of course is a delicate subject to write about, but the cold facts remain that when money is badly needed, and there is no way to increase the income, there does seem to be a certain looseness about expense accounts.

The expense accounts of the salesmen of this house, which was paying the maximum salaries, I found were considerably larger than the expense accounts of the other house I had just left. It was some problem to know just how to handle the situation. Many of the salesmen of this house were really very good men, but they had not been very well managed. In other words, the system upon which they had been working was not a good system.

Just before the beginning of a new year, I laid out a profit-sharing plan for the entire sales force. The new plan was based on a fixed salary and share of the profits. In the deal, at the end of the year, the expense account was to be added to the salary.

I will not give you the exact figures, but I can illustrate by using other figures. Say the division of profits was 50-50. If a salesman cleaned up $15,000 in profits on his sales he was entitled to one half of this amount, or $7,500. Now suppose his flat salary was $2,500 and his expenses for the year were $2,000. This makes a total of $4,500. This $4,500 would be deducted from the $7,500, and the salesman was entitled to a bonus check of $3,000. With a system such as this, it behooved a salesman to be careful about his expenses. They cut just as much of a figure as the amount of salary he was paid.

I took great pains to explain this system to these salesmen, and I also took extra pains to impress upon them the fact that if they earned their bonus they would get it, and they would get it on a fixed date, which happened to be the 25th of January. Of course, I also took pains to explain to the salesmen that if their salaries and expenses were in excess of their share of the profits then at the end of the year there would have to be some change or adjustment. I did not dodge this issue.

However, please note this point: In starting out the new year, I did not discourage any of the salesmen by reducing their salaries. I gave every man a chance to earn his salary, and to earn more, but I did put it up to each one clearly that if he could not earn his salary we could not afford to pay it.

Of course, some of the salesmen did not like this. Some were skeptical. They got together in private meetings at the hotel and talked things over. All this must be expected. As the new year progressed, some of these salesmen, who were not doing very well and who saw they could not earn their salaries, dropped out. I was glad of this, because I had prepared other men to take their places.

But the amusing thing is that one or two very excellent salesmen did not have enough confidence in themselves to believe they would work out under the new plan. I knew these men were good men. I knew under the proper conditions, they could do very much better than they had done in the past, but they either did not have confidence in themselves, or they did not have confidence in me. With these good salesmen I entered into a personal arrangement that I would underwrite their results. In other words, I guaranteed that they would earn their salaries, and if they did not that I myself would pay the loss to the company. Now let me say here, before I pass this part of the story, that in every instance where I underwrote the salesmen they made good. In every instance they not only earned their salaries, but they earned a bonus.

These salesmen, under the old system of compensation, had fallen into a rut. They had lost confidence not only in their house but in themselves. They were whipped. They fell down before more aggressive salesmen, who were aggressive because they felt their house was successful and they themselves were also successful.

The Best Tonic

We have heard the axiom that nothing succeeds like success, and this axiom is especially true in salesmanship. Nothing makes a salesman more successful than a little success in selling. Nothing gives a salesman more confidence, and here let me say that, such being the fact, whenever I started a new salesman on the road I especially instructed him to call on our best customers in his territory first and to skip towns where we did not have any business. I sometimes had salesmen do this even at quite a little loss in traveling expenses. I knew that if they started out the first month and did fairly well selling our regular customers, they would be very much encouraged, and then the second month they could call on some of the hard nuts to crack, and having established confidence in themselves, they would find it much easier to sell these hard cases.

Another thing I would do in instructing salesmen when they called on a new account was not to attempt to sell them a lot of our fancy goods and specialties. I explained to them that in opening a new account the first thing to do is to open the account. In doing this, you cannot afford to be persnickety about the kind of goods you sell. Therefore, if you happen to have any especially low prices on staple goods, use these in opening the new account. Sell the specialties and fancy goods after the account is opened, the name is on your books and you become more friendly with the customer.

I have always looked upon selling

(*Continued on page* 533)

"Will You Print Any More Good Articles on Direct Mail Soon?"

This query has appeared in so many letters to the editor that we hasten to answer, publicly, "Yes!"

Sales Management has rounded up a dozen good articles on direct mail advertising. One appears in this issue; the others will follow soon.

Six of the articles are about letters. The remaining articles cover a variety of phases of direct advertising, and all are based on experience.

Pet Superstitions the Distribution Surveys May Explode

In this discussion of modern selling problems a leading banker makes a statement which reflects one of the primary editorial policies behind Sales Management magazine. He declares that any factor in the present scheme of distribution is "justified" so long as it contributes to the speed of the current of merchandise from the manufacturer to the consumer, and does that job at the lowest possible cost.

BY O. H. CHENEY*

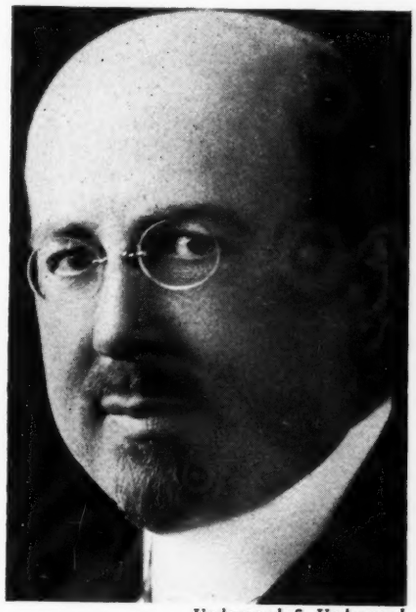
Vice-President, Irving Trust Company, New York City.

SURELY the millennium has arrived! What else can it be if we can look around this room and see the lion and the lamb lying down together—see the chain store man and the wholesaler and the independent sitting down together and eating in peace? Can it be true that each of these men is what the other has been saying he is? Both the lion and the lamb look somehow strangely human.

Surely there is infinitely more hope for all of us in the work of the Department of Commerce in organizing the distribution cost studies and in sponsoring the Louisville grocery survey than in all the futile scratching and telling teacher and throwing spitballs and trying to get the legislatures to pass trick laws to put the other fellow out of business.

This meeting may well be symbolic of the work of the Department of Commerce and of the way we may hope to see it amplified and regenerated into a wide and powerful government policy. Our previous presidents expressed the political tensions and changes of their times—our new President expresses the intricate economic problems which surround and penetrate the daily life of every individual and of the nation.

The results of the survey will give at least the beginning of an answer to many questions which have been increasingly disturbing to the grocery trade—and everybody else concerned with distribution. The interpretation of the results, if carefully studied, will reveal more answers to these questions. Probably the various interpretations will be mutually contradictory. There will very likely be many attempts to prove things by this survey. Every faction in the industry—every individual or group with a pet thesis—will probably find in the results the exact facts to demonstrate conclusively what they have been urging for years. Somebody will probably find them a crying need for some government committee investigation or find that "there ought to be a law."



Underwood & Underwood

O. H. Cheney

Since the results of the survey will be everybody's fair game, I am going to take a shot at interpreting them myself. One thing which I hope for from these results will be a revelation which may sound very wild to you as I say it. I believe that the chain system on one side and the wholesaler and the independent retailer on the other have more in common than they have differences. The biggest problems of each of them are not those connected with the competition between them. The biggest problems of each are those which would be problems even if the other competitor did not exist. And the problems of none will be solved until the problems common to all are solved. That is why the warfare between the chains and the independents and their wholesalers has about as much sense and constructive value as the mountain feuds so popular in the good old days.

Fundamental Problems

The independents might just as well make up their minds that the chain system will continue as long as it is on a sound business basis and can justify itself economically. The picture of the poor independent beset by the villainous chain is a moving one, but somehow the theme song is getting a little monotonous. Even when the development of the voluntary chains of independents is completed—and these, in their various forms, seem to be the logical answer to the challenge of the chains—even then the fundamental problems will continue.

It is on these fundamental problems that this survey will give helpful answers rather than on some of the puzzling every-day questions which pester distributors in the food field, as in other lines. Will the wholesale grocer, for instance, find in the results of this and succeeding surveys the secrets of modern methods of meeting competition? Should the wholesaler extend his line or should he restrict it? Should he extend his territory—

(*Continued on page* 523)

Editor's Note: This is part of an address delivered before the National Conference of Executives of the Grocery Industry, held under the auspices of the U. S. Department of Commerce at Louisville, Kentucky, this week.

Three-in-One Oil Samples a via Radio

As told to John C. Fehlandt

BY WALTER I. WILLIS

Vice-President, Three-in-One Oil Company, New York City

WE are receiving about the same number of inquiries from our weekly half-hour broadcast over WJZ and ten associated stations of the Blue Chain as we obtain from our advertising in twenty-nine magazines, I believe.

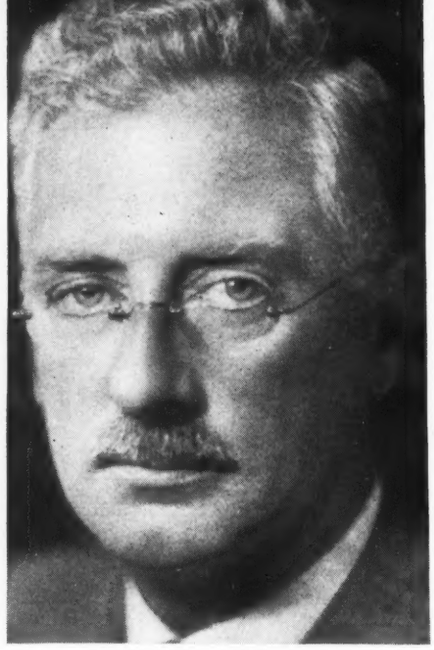
Our second thirteen-time contract is now starting, but if you were to ask me specifically whether our broadcasts had produced a commensurate increase in our sales, the only answer I could truthfully give would be that it is too early for us to know definitely.

Can't Give Results Yet

Our radio programs began last September, a poor season for good reception or for reaching a maximum audience. This thirteen-time contract carried on into December. We skipped the holiday season and renewed the contract, starting again the middle of January, to continue to May. There has scarcely been time during the four or five months for any increased consumer demand we may have created to be reflected back through dealers and jobbers and show a sufficient increase in our sales to permit us to attribute it to our radio advertising. Particularly so with a product like ours, which has been more extensively advertised than any competing article, and which has for so many years had practically a world-wide distribution. Besides, we can hardly expect people to pour the oil they already have down their sinks to go out and buy a new bottle of Three-in-One just because one of our advertisements has caught their attention.

Whenever a new medium is added to our schedules I expect it to take time in gaining sufficient reader consciousness to make the advertising productive. This condition is apparently even more true with radio time. In a magazine an advertisement is frequently exposed to attention as the pages are turned. It is still there ready to do its work should the magazine be picked up months later.

The radio message, on the contrary, is given at the same time that many other entertaining features are demanding the attention which only one can receive. A definite choice must be made as none of the programs can be preserved for later attention. The advertising must register during the limited time it is on the air, because one second after the allotted time it is as dead as though it never existed.



Blank & Stoller

Walter I. Willis

People also have a tendency to listen in habitually on certain well-heralded and established features. They often fail to discover a new offering for some little time; and when they do, even though well pleased with it, they take still longer before they develop the habit of tuning in on the new series. I am told that a certain company changed from its customary time on Thursday nights to an evening earlier in the week, and as a result, lost about half of its audience, which had become accustomed to looking for that particular program on Thursday.

We adopted radio advertising because radio has a vast circulation and establishes an intimate form of contact with an immense number of people in all walks of life. Three-in-One Oil is a product usable by practically everyone—in the home, office, factory or farm. Also, radio would probably reach a great many people who were not coming in contact with our printed advertising.

Our advertising policy is one of advertising in dominating mediums, with largest consumer circulation. We have concentrated our efforts on the user to create an outstanding consumer demand. If that positive demand exists, retailers and jobbers will stock the line automatically. If it does not exist, no amount of trade-promotion work will keep the product selling and turning over successfully.

Back in 1894, when we started advertising, we scheduled the dominating publications in various fields. As conditions warranted, others were added, until now we use twenty-nine publications in seven fields with a total circulation of nearly twenty-three million. This includes six magazines in the general field, four women's magazines, three leading farm magazines, three juvenile magazines, ten sportsmen's magazines and three Canadian magazines.

Provides a Double Shot

A second deciding factor in favor of radio, in addition to its immense consumer circulation, was the fact that it delivers mental impressions through the sense of hearing. There are only two ways for reaching and influencing the human mind—through the eye and through the ear. People differ. Some are more impressed by things they see; some by things they hear. Using both methods gives, in a way, a double shot, each method tending to strengthen the other.

The sound of the human voice over the radio establishes a close personal relationship of direct salesmanship not possible in printed advertising. To the listener the voice typifies a human being, with a personal identity. In a degree it stimulates the effectiveness of word-of-mouth recommendations.

The personal note is reflected in our radio mail, which is quite confidential in tone. Folks tell us the kind of

Nation

radio sets they have and how they are working, how long they have been using Three-in-One Oil, tell about their children, their cars, favorite programs and similar interests. Just the other day a public stenographer in Philadelphia wrote telling of her success with a small office-sundry counter she had installed in her office, and requested our "Dictionary of Uses" to help her sell more Three-in-One Oil. People seem to be writing to a definite personality crystallized by the human voice they have heard over the radio.

Our radio mail is almost entirely from adults. When we broadcast at 9:00 P. M. most children have been bundled to bed.



Swedesboro NJ Feb 12/29

3/1 Oil Polish

Sir

I cant wait till tuesday night comes so I can hear you wonderful concert we always have a couple of our neighbors in to hear it also as we live away out in the country I would sooner do with out my eats than to be with a radio for I think it is a God sent to people so far away from pleasure I use your oil but I never used it in a shampoo so please send me full directions also your little souvenere which was announced over the radio and Oblige

Very Truly
Swedesboro NJ
R2 Box 147

A radio program is not so easy to reply to as a magazine advertisement. Radio calls for a letter. Certainly it's much more bother than tearing out a coupon or simply sending one's name and address with a "please send sample," which constitutes the average magazine inquiry. Having been provided with enjoyable entertainment, the radio listener apparently feels indebted to the sponsor of the program, and in a sense under a mild obligation which they are willing to acknowledge.

Requests for samples from radio and magazine inquiries are treated the same. As the letters are received by our mailing department a label is made out for each request. A record is kept of the number of requests received each day, with proper credit to the advertising medium producing them. The mailing labels are sent to the shipping department, where they are pasted on ready-packed sample outfits. Letters asking questions or enclosing program ideas are answered personally.

¶Along with the evidence that markets for the product are being widened, the "fan" mail that comes in as a result of radio advertising often contains a few heart-throbs.

The sample outfit we send consists of a small bottle of Three-in-One Oil rolled up in four pieces of literature and enclosed in a folding carton. The first piece of literature is a small four-page folder with a form letter on the front, thanking the writer for the inquiry and mentioning the threefold purpose of the oil for lubrication, rust prevention and cleaning and polishing.

The second enclosure is a "Dictionary of Uses," a twenty-four-page booklet indexing all uses for which Three-in-One is especially adapted, and giving special instructions when advisable. The other two enclosures are an illustrated folder featuring Three-in-One for cleaning and polishing furniture, and a proof of recent advertisements now featuring the use for the hair and scalp.

Each week we mail to our distributors and retail dealers a government post card to remind them of our program and to point out the sales possibilities which our broadcasts

(*Continued on page* 532)

That Blessed Word

One of a series of articles

BY ROY W. JOHNSON

"If those who are so contemptuous of art as applied to advertising would only consent to study current advertisements less exclusively, and would range a little farther into the field of literature, they might discover that it takes more than exposition and exhortation to make facts dynamic, however great their magnitude, or however brutally they are emphasized," declares this plea for better copy.

WHAT I am contending for in this discussion—and all that I am contending for—is the advertiser's right to the full resources of his medium—which is the English language. It is a right that is his as obviously as the right to air and sunlight; a right that he fully and freely exercises in all the activities of his life without thinking anything about it—until he approaches the subject of advertising. Then the restrictions and the limitations hedge him in, his freedom of choice is practically restricted to the literal and the obvious, and if he does presume to set foot on one of the broad highroads of literary expression he is soon driven back by the sneers of the *cognoscenti.*

I have no objection whatsoever to the literal and the obvious—so long as they get the results. But when the results begin to fail, as they have been failing of late years, I think it is time at least to peep through the bars of the cage. Though pedantry repine and scholasticism chafe, I still think that the advertiser is entitled to the same free use of his mother tongue that is accorded to the novelist, the dramatist and the poet. I will defend his right to the art of expression even against the gentleman who destroys me with the epithet of "defense-mechanism."* The literary devices that have made facts and ideas dynamic for fully three hundred years are freely available and the advertiser has a right to them, in spite of the assertion that this present generation (of all others in history!) is one which "cannot understand them."

Let it be said at once that I am entirely in agreement with those critics who assail me on the ground that advertising must of necessity be adapted to the comprehension of all sorts and conditions of men, so as to reach the widest possible audience. On that score there is no possibility of a quarrel with anybody. Certainly advertising must be made clear to those who are pretty far down in the cultural or scholarly scale if it is to prove itself a profitable investment. There is as little merit in serving caviar to the general as there was in Hamlet's day.

Where we part company, however, is on the general assumption, implied if not directly asserted, that having made our copy intellectually graspable we have done all things, and nothing further is required of us. "Write it for the dullest mind in the audience," my old chief, E. St. Elmo Lewis, used to say, "and everybody else will be sure to understand." True enough certainly—provided that you know what you mean. But like other capsules of self-evident wisdom (the dictum that "all men are created equal," for instance), it needs crafty qualification before taking. As a maxim of universal application, it is quite as self-evidently true to assert the exact opposite; that all men are created unequal. Or to state St. Elmo's truism thus: "Write it for the dullest mind in the audience, and everybody else will surely be bored."

That advertising ought to be intellectually graspable—clear, that is—in order to be most effective, is probably true. But it can also be perfectly clear and understandable—as much of it is—without being effective in any practical sense at all. I will gladly undertake the job, any time you say, of writing a piece of copy that will be within the intellectual grasp of even the "simplest lout" referred to so affectionately by my good friend Mr. Ellis, and which at the same time will be totally ineffective as advertising or anything else. And on the other hand, it is quite possible for a page of literary composition to be in the highest degree effective without being intellectually graspable at all.

If to be understandable were only the same thing as to be understood, chapels had indeed been churches, and poor men's cottages princes' palaces. If the whole problem were resolvable in terms of cubic contents, based on a statistical average, the bedtime story book would be the advertiser's perfect guide, philosopher and friend.

Sentiment Moves the World

"Reason may be the lever," says Oliver Wendell Holmes, "but sentiment gives you the fulcrum and the place to stand on if you want to move the world." There in a few words you have the key to the whole position. Without the inward illumination of sentiment or emotion, the most impressive structure of logic simply remains invisible. Boredom is simply darkness, in which a fact as large as the planet Jupiter remains as unnoticed as the smallest grain of sand.

Now in spite of the not uncommon belief that advertising is a thing unto itself, the advertiser's problem is essentially exactly the same as that of the novelist, the dramatist, the poet or the worker in any other field of literary expression. He must make his audience see something as he sees it, and make them feel as he feels about it. That is the substance of any literary problem, and the substance of what we mean by art. It makes no difference whether the facts you are dealing with are the facts of character, of human experience and emotion, or of physical and chemical analysis; to be successful you must make them visible and dynamic through the medium of language. A series of mental images

*Defense-mechanism: A term of the new psychological mythology, applied to one of the lower orders of slaves in the behaviorist **Gehenna.**

"Mesopotamia"



As a maxim of universal application, it is quite self-evidently true that all men are created unequal . . . or to state St. Elmo's truism thus: "Write it for the dullest mind in the audience, and everybody else will surely be bored."

in the mind of the writer must be translated into words which will translate themselves back into images again in the mind of somebody else, so that he will see and feel what the writer does. That is at once what Shakespeare did, and the writer of Isaiah did, and what the advertiser of canned beans is trying to do.

Perhaps it is difficult for the advertiser to realize that the facts about his product, which is the darling of his heart and the jewel of his imagination, are almost totally devoid of interest or inspiration to the public generally. Yet so they are. Praise of his product, which so gratefully stimulates his emotions, arouses no corresponding emotion whatsoever in the minds of others. His fundamental problem, therefore, is to take his series of undistinguished and commonplace facts and give them a dynamic significance, just as the novelist takes his undistinguished characters and commonplace events and invests them with life and motion. It is something of a job, when you come to think of it, and one requiring something more than the mere ability to whittle down ideas to fit the cubic capacity of a supposititious average mind.

If those who are so contemptuous of art as applied to advertising would only consent to study current advertisements less exclusively, and would range a little farther into the field of literature, they might discover, I think, that it takes more than exposition and exhortation to make facts dynamic, however great their magnitude may be made to appear, or however brutally they are emphasized. If they would then consent to study men and women somewhat more, and statistics considerably less, they might discover several things about the public that are not disclosed by the statistical hypothesis.

It needs no ghost come from the grave to tell us that fully nine-tenths of the forcefulness of language lies in its connotations; by which are meant the spontaneous associated ideas that are generated in the mind of the reader, and which owe their force to the fact that they are his *own thoughts.* What we call the "meaning" of a word is partly in the word itself (its *denotation,* as the rhetorical term has it), and partly in the minds of those who use it, in the shape of associations or connotations. The force of the slogan "Say it with flowers," for example, does not result from its denotation, which is entirely vague; but from the ideas, or more accurately the emotions, that it arouses. To translate the effect of it into words is difficult, if not impossible, simply because it is *feelings* (sentiments and emotions) that are aroused. What it *says* is practically nothing, but what it *expresses* is a very great deal. And it is almost solely by means of these connotations that it is possible to appeal to sentiment and emotion through the medium of language, or to transmit those mental impulses to anyone else. We are very apt to think sometimes that people think in words, and that it is merely a question of looking up the appropriate synonym in the dictionary. But the dictionary is of very little help in this matter of connotations, for we think in images which are at best only imperfectly translatable into words.

Now it is my contention that this force of connotation is as freely available, and as practically available to the advertiser as it is to the novelist, for

(*Continued on page* 522)

Supreme Court to Define Rights of Local and National Brands

Can an advertised and registered national trade-mark evict a rooted local brand? The Court of Common Pleas, the Court of Appeals and the Supreme Court of Ohio said "yes" in the test case brought by Griggs, Cooper & Company of St. Paul, Minnesota. But because of the far-reaching effect this case will have on sales policies it has now been taken to the U. S. Supreme Court by the defendant.

BY WALDON FAWCETT

UPON an answer to be given by the Supreme Court of the United States some time this spring hangs the entire future of private brands. Likewise of local brands as distinguished from national brands.

The question, which the nation's highest court is going out of its way to answer is, on its face, simple and direct in appearance.

May an advertised and registered national trade-mark evict a rooted local brand? This is the essence of the issue. Or, to turn the question around: Can a regional brand, which was first on the scene, maintain a monopoly within its own trading radius?

Upon this issue, as stated, there has never been a final verdict in all the years of Federal trade-mark regulation. Now comes the old plaguing question, with a new twist, the presence of which may be partly responsible for the consent by the Supreme bench to review the findings of the lower court.

Rights of Conflicting Brands

What part does sales scope play in determining the relative rights of conflicting national and private brands? This is the new angle that complicates a problem already knotty. The debaters before the Supreme tribunal in this instance are taking it for granted that a junior local brand would have no chance against a senior registered national brand if the national brand was on sale in the local territory from the outset. But what happens, they ask, when the national brand has never entered the market area of its local counterpart?

In other words the theory is advanced that trade-mark rights cannot run ahead of merchandise distribution. The challengers want the Supreme Court to rule that trade-mark equities follow trade and cannot precede it; that there is no such thing as potential rights in a trade-mark; nor anything in the nature of an automatic option that a short-range trade-mark operator acquires by the mere circumstance of pedigreeing his mark at Washington.

The stage is well set for this historic showdown. It gives sweep to the scene that a manufacturing jobber is arrayed, not against a lone merchant-owner of a private brand, but against a firm that is, in effect, a private-brander-to-the-trade.

For upward of a third of a century, Griggs, Cooper & Company of St. Paul, Minnesota, has been engaged in marketing a steadily lengthening list of grocery specialties under the trade-mark, "Home Brand." The mark was inherited from a partnership of which Griggs, Cooper & Company were the successors and which had used the nickname for years prior to 1893. Beginning in 1906, the St. Paul firm set about fortifying its good will, and between the years 1906 and 1920 obtained at Washington some three dozen trade-mark registrations covering the use of "Home Brand" on as many different lines of goods,—canned goods, teas, spices, jams, dressings, flavoring extracts, etc.

Bent on the development of a full line, rather than geographical extension, Griggs, Cooper & Company have, all the while, concentrated their sales effort for the most part on territory comprising Minnesota, Wisconsin, Iowa, North Dakota, South Dakota, Montana and Washington. Thus engrossed in the Northwestern states, it was some time before it came to the attention of the holder of the multiple registrations for "Home Brand" that doubles or near doubles of the mark were in use as store specials or house-brands by various local grocers and other retail merchants operating in the Eastern and Central States.

Investigation revealed that this diffuse use of equivalent or partial-equivalents of "Home Brand" was not a coincidence due to simultaneous inspiration in various quarters. Rather was the popularity of the sundry versions of "Home" due to the energy of the United States Printing and Lithograph Company which, among its activities, makes a business of supplying private brand labels to its several merchant-customers. The U. S. company has been supplying, from its Cincinnati plant, merchants located in the states of Kansas, Illinois, Indiana, Pennsylvania, Missouri, Ohio, Michigan, Maryland, Virginia and Louisiana. "Home" alone has been used in this proxy branding; likewise variants such as Home Run, Home Pride, Home Town, Harvest Home, Home Comfort, Home Club, Home Grown and Home Pack.

By way of testing the right of the certified owner of a trade-mark to halt local echoes, even in unoccupied territory, the manufacturing wholesaler brought suit in the Common Pleas Court of Hamilton County, Ohio, for an injunction against the lithograph company. The test case has been quietly progressing in the lower courts for some time past, its far-reaching significance unsuspected by the majority of sales executives. The Common Pleas court found for Griggs, Cooper & Company. So did the Appeals bench, which next heard the dispute. In due course, the case was carried to the Supreme Court of Ohio which confirmed the lower tribunals.

Not so much because of its authoritative tone as by reason of the sweep-

(*Continued on page* 526)

How Todd Lock-steps Direct Mail with Personal Selling

BY J. F. KERWIN

INTENSIVE application of a survey and follow-up plan, involving the use of personally directed mail advertising, has resulted in new sales records being established in rapid succession during the past year by sales representatives of the Todd Company of Rochester, New York.

The plan was introduced at the beginning of 1928, but it was not widely used until after George W. Lee, manager of machine sales, went into the field and proved by a personal demonstration that it is far superior to the methods which had been employed by Todd salesmen prior to that time.

How Mr. Lee challenged his salesmen and succeeded in selling more machines than any other Todd salesman in the country, save one, who succeeded in tying him in a formal contest, was told in the October 6, 1928, number of SALES MANAGEMENT. It was also pointed out in that article that Mr. Lee merely applied the methods, and made effective use of the helps, which had been urged upon all Todd salesmen.

Mr. Lee sold twenty-two machines in one week and was tied by R. R. Bergen the same week. This feat, accomplished by a gray-haired sales manager who had not done any selling for thirteen years, was a dramatic demonstration of the effectiveness of the plan. It was suitably emphasized in the sales literature of the company and Todd salesmen everywhere were stimulated as never before. First one, then another, announced his intention of making that record look like the proverbial "thirty cents."

W. N. Johnson was the first to succeed in doing so. Johnson made up a list of 200 prospects during his spare moments while he was serving on a grand jury, had these prospects circularized by the advertising department, then stepped out and made twenty-seven sales in one week.

C. H. Poff was convinced that even twenty-seven sales in one week was not a satisfactory record, so he employed the same plan to sell twenty-nine machines in a single week.

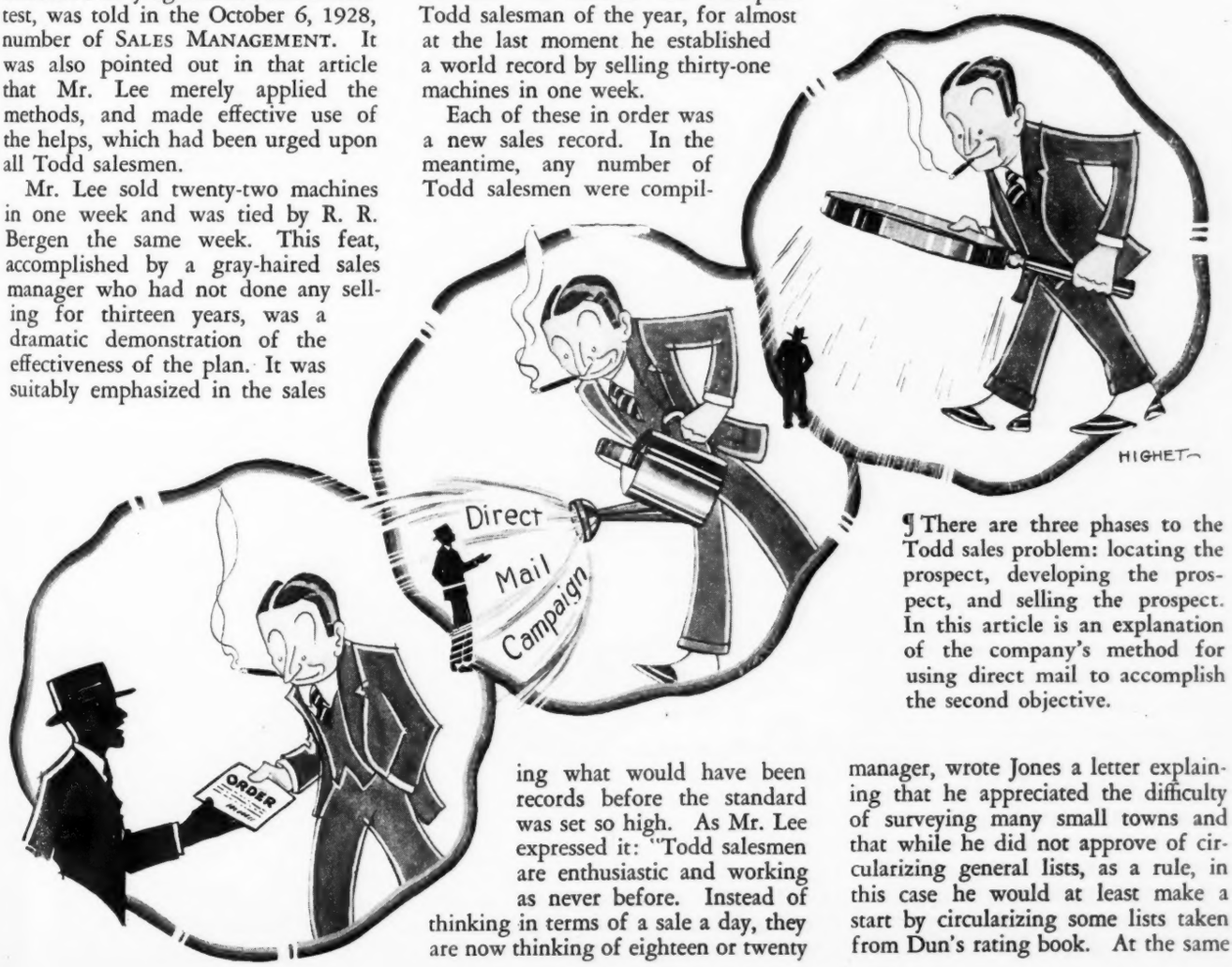
C. J. Du Rocher apparently waited to see just what record he had to beat in order to become the champion Todd salesman of the year, for almost at the last moment he established a world record by selling thirty-one machines in one week.

Each of these in order was a new sales record. In the meantime, any number of Todd salesmen were compiling what would have been records before the standard was set so high. As Mr. Lee expressed it: "Todd salesmen are enthusiastic and working as never before. Instead of thinking in terms of a sale a day, they are now thinking of eighteen or twenty sales a week—and putting them over."

By way of contrast, and to illustrate why and how the plan is employed, consider the example of another Todd salesman whom we'll call Jones. Jones was working small towns up in the New England territory.

One day the Todd advertising department at Rochester received a letter from Jones listing fifty-eight towns which he expected to work in order and asking that they be circularized with direct mail from the factory at the rate of fifty names a week. No names of prospects were furnished.

Consoling himself with the thought that at least he had not been asked to circularize all of the fifty-eight towns at once, M. S. Stanbro, advertising manager, wrote Jones a letter explaining that he appreciated the difficulty of surveying many small towns and that while he did not approve of circularizing general lists, as a rule, in this case he would at least make a start by circularizing some lists taken from Dun's rating book. At the same



¶ There are three phases to the Todd sales problem: locating the prospect, developing the prospect, and selling the prospect. In this article is an explanation of the company's method for using direct mail to accomplish the second objective.

time he sent Jones a little book, entitled "Locating and Developing the Prospect," in which the advantages of the salesman's making a survey, culling his prospects, and then having only these prospects circularized from the factory, were pointed out.

Then followed a number of letters correcting the schedule and proving quite conclusively that to follow up fifty names a week when the names are not those of definite prospects is quite a job.

"Our contention that much advertising and much time would be wasted by circularizing and following up general lists was proved conclusively," Mr. Stanbro said, "when we got into one of the larger towns, where there were more than 300 Dun book prospects, and another where there were 254 rated concerns. Some of the concerns listed were out of business; others had moved; others had not received the mailings because they were not addressed to individuals, and many were not logical prospects. Furthermore, they were not concentrated or grouped for quick covering and it was impossible to advertise to any of them intelligently because we did not know their needs. Finally, many good prospects were not listed at all and, consequently, were overlooked entirely.

"In the meantime we had kept up our correspondence with Jones and had suggested that he survey the two large towns. He replied that he would do something of the kind and we continued advertising the smaller towns from general lists. We didn't hear anything more from him for quite a while, then we received this letter:

" 'I wanted to wait until I had finished my schedule before answering your letter,' Jones had written in part. 'I find that I had done exactly $3,663 worth of business in less than four months and most of it was procured in the towns advertised. I am keeping the lists, as I have to make quite a few call-backs and expect to sell them.

" 'The towns you advertised I purposely picked as being the toughest in the state. You cannot imagine the conditions confronting me, as the textile mills in most cases are only working two or three days a week. You will notice in my sales reports, I made quite a few straight sales to firms who never had owned a check writer, nor had considered one, until I popped in with the *Century;* and there is no doubt your stuff softened them up for the final punch. In fact, I am a firm believer in softening up all my prospects before going into a real canvass to close the sale.

" 'I am convinced that it is best to make a survey, send that list to you, then go to it. The old plan of taking the names from the rating books will not do.' "

This example is given in considerable detail because it is a typical one and serves to illustrate the "before and after taking" conditions that obtained. Jones summed up the whole situation in the last two sentences quoted, when he declared he had reached the conclusion that, "it is best to make a survey, send that list to you, then go to it. The old plan of taking the names from the rating books will not do."

"There are three phases of our sales problem," Mr. Stanbro pointed out; "locating the prospect, developing the prospect, and selling the prospect.

"Prospects are located by tips from customers and others, by inquiries from advertising, and by canvassing. Prospects located by tips and inquiries are fairly numerous, but they are not sufficient to keep the salesman adequately supplied with likely prospects, therefore he must locate some prospects himself. This he may do by depending on a cold turkey canvass or by employing the survey plan, which we urge him to use.

"Under this plan he spends one day a week covering every business place in a section without attempting to sell. He is surveying for information. He locates prospects, learns their needs, then sends their names to us to be advertised by direct-mail.

"He not only sends us a list of names and addresses, but also sends us a slip filled out for each prospect and retains a duplicate. This slip, properly filled out, furnishes us all the essential information to enable us to understand each prospect's needs and to send him the kind of direct-mail that will prove most effective in his particular case. It also names the date on which the salesman will call back on that prospect.

"We 'soften up' the prospect with individualized direct mail. In the meantime, the salesman sorts his prospect slips and arranges his call-backs by section, street, and building. Then when we have completed our barrage of direct mail, he follows up immediately, gives his demonstration, and undertakes to make the sale.

No Advertising Is Wasted

"Not a single piece of this advertising is wasted and we are not annoying a host of busy men with misdirected man advertising, but these are comparatively small benefits of the plan. Of far greater importance is the fact that this advertising is individualized and, consequently, is effective.

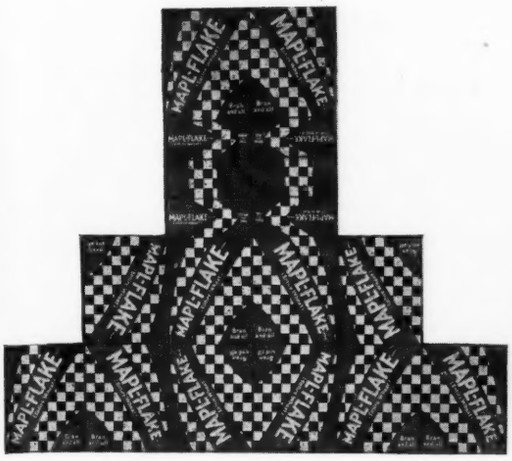
"But most important of all, the plan of using this advertising results in more effective effort on the part of the salesman himself. It requires him to make an analysis of his territory, it makes him dig out his prospects, it necessitates his studying their needs, it equips him with a knowledge of the job he has to do before he undertakes to do it, it gives him a program of his day's work, it results in his calling on more prospects in a given district and in a given time, it paves the way to more demonstrations, and it results in more sales.

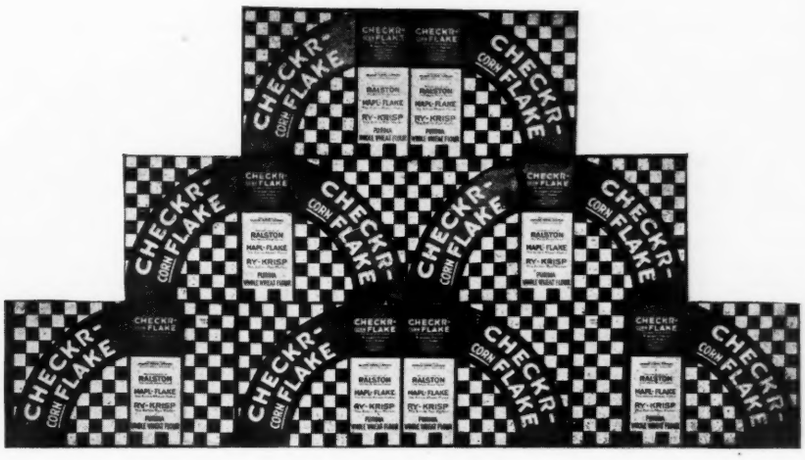
"The whole plan is based on three fundamental requirements, which, if met, are bound to cause the salesman to work systematically: first, that he secure for the prospect slip the information called for concerning every prospect; second, that he date his future call; and, third, that he follow up the prospect when the advertising is completed," Mr. Stanbro declared.

(*Continued on page* 533)

Here are some of the ways in which the Todd plan of employing direct mail advertising results in more effective effort on the part of the salesman:

1. It requires him to make an analysis of his territory.
2. It makes him dig out his prospects and study their needs.
3. It equips him with a knowledge of the job he has to do before he undertakes it.
4. It gives him a program for his day's work.
5. It results in his making more calls, and paves the way for more demonstrations.





Ralston Builds Window Display Value into the Package

The simple idea which has been worked out so effectively in connection with this company's line of cereals is an excellent example of how one manufacturer found latent display values in the container. Every concern that is considering modernization of its packages to make them more salable to consumers and dealers will find this article helpful.

BY JAMES M. MOSELY

A NOVEL method of design has been applied to the current complete line of Ralston cereals, produced by the Ralston Purina Company, Inc., of St. Louis, not only to assure packages which stand out on the grocer's shelf, but also to make it easy to install window displays of a "different" nature without any other material than the containers.

The checkerboard effect, which for years has been well known in connection with the corporation's hog, poultry and cattle feeds and which has found a place on sacks, dealer signs, freight cars, etc., has been maintained for the cereal packages, but with the name of each product featured through startling angles and curves of pleasing geometrical, yet irregular form. No one package looks like any other, yet all have a "family similarity," achieved by use of red and blue as well as white on all and some use of red and white checkers on each.

The change in packaging makes it possible for a salesman to pile packages in a dealer's window in all sorts of odd kaleidoscopic forms. The new Ralston carton is made so that the curved line at the front may be carried up or down when a series of packages are placed together with one or more packages placed face down as a base. The design also carries around the side of the package so that an infinite variety of window displays are made possible.

Application has been made by the company for patents on the principle involved.

In a typical display of Ralston Checker-Corn Flakes, pleasing arches are made possible by symmetrically arranging fronts and sides of packages. In another of Ralston Maple-Flake, futuristic diamonds and arrowheads result from placing some fronts of packages right side up, some sideways and some with only bottoms showing.

The unusual forms of the displays attract and hold the attention without any extra materials, although the company has "package tops"—still-life lithographs of cooked dishes—which can be slipped on the tops of packages when desired. In all cases, the name of the product stands out against the bizarre arrangement of the packages.

The Ralston plan for building more display value into the package seems to recommend itself as especially well adapted to meeting the merchandising problems of the smaller dealer who has so little time to arrange elaborate window displays, and whose windows, more than likely, are not large enough to accommodate much of the display material furnished to him by manufacturers.

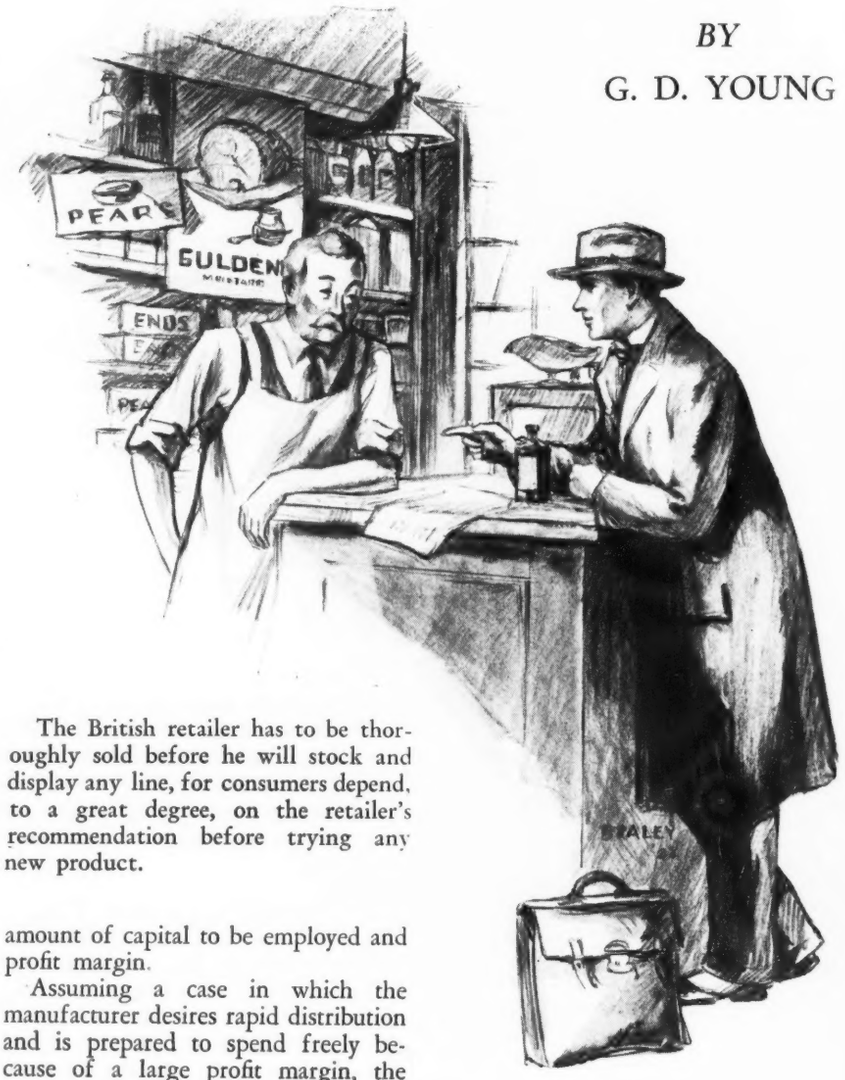
These unusual containers, furthermore, lend themselves with facility to use in interior displays—indeed, the stock itself can be so arranged that the boxes form a pattern on the shelf and thus command more than the usual amount of attention.

One of the pronounced tendencies in modern package design, which is well exemplified in the Ralston boxes, is the trend toward less copy, the more effective use of flat colors, and more "postery" feeling in the art treatment. The newer packages enjoy such a pronounced merchandising and advertising advantage over their older-fashioned competitors that they give the company's salesmen something new to talk about, and furnish a sales argument that is different from the story of other similar manufacturers.

Some Tested Plans for Introducing Proprietary Products in Britain

Through connections with various sources of market information, both here and abroad, Sales Management can furnish to concerns interested in export markets specific data on selling various lines overseas. This information is practical, reliable and up to date, and is furnished without charge to Sales Management subscribers.

BY
G. D. YOUNG



The British retailer has to be thoroughly sold before he will stock and display any line, for consumers depend, to a great degree, on the retailer's recommendation before trying any new product.

THE most difficult task of the sales executive in Great Britain at the outset of a marketing campaign is to obtain adequate and wide distribution. This applies peculiarly to the grocery, drug and toilet preparations markets, and it is with these I propose to deal first, quoting examples of sound and unsound methods which have been employed in the past by large concerns.

Before analyzing different procedures it will be well to warn American manufacturers contemplating entering these markets that the myth of "being able to get your goods across by sheer weight of advertising" has been exploded, with quite a large number of casualties. Neither the retailer nor the consumer has reached that stage, which all advertising men long for, of accepting a commodity simply because it is being widely advertised.

The retailer has to be convinced that monetary and prestige gain will follow before he will stock and display: the consumer has, in seven cases out of ten, to be assured by the dealer that the new line he or she is thinking of trying, because possibly of the advertising, is a "value-for-money" one. Thus in the long run the last word rests with the shopkeeper and, advertising or no advertising, he can advance or retard the sale of any branded goods. The importance to be attached to distribution cannot therefore be exaggerated.

The problem of distribution is governed by certain factors, among which the most important are time limit, amount of capital to be employed and profit margin.

Assuming a case in which the manufacturer desires rapid distribution and is prepared to spend freely because of a large profit margin, the choice of method will be among the following: through distributing houses; direct to retail trade through large sales force; direct to retail trade from central depot on sale or return basis.

Direct to Retail on Sale or Return Basis. The last method is undoubtedly the least satisfactory and, in the long run, the most expensive. Some years before the World War the Vinolia Soap Company went into liquidation through overdoing the "on sale or return" method of marketing. It failed to judge the psychology of both dealer and consumer, fondly imagining that large volume advertising would drive consumers into grocer and chemist shops to *demand* Vinolia toilet soap, Vinolia shaving soap, Vinolia toilet cream, etc.

Parcels of these lines were sent out in hundreds of thousands to dealers throughout Britain. Generous terms were offered. Details of a mammoth advertising campaign were supplied and display matter for windows and counters lavishly distributed. A large clerical staff was employed in the accounts department to keep trace of consignments, orders and returns.

What happened within six months is illuminating history to the executive prepared to flirt with this scheme of merchandising. Thousands of shopkeepers did not even acknowledge or return the parcels and display matter; thousands of others promptly

(*Continued on page* 530)

The Handbook of Illustrated Letters

The Elbow Companion for Men Who Plan Direct Mail Matter and Dealer Help Material

Facts Taken from a Study of Over 300 Letter Campaigns Are Condensed Into 32 Pages



HAVE you ever checked the pulling power of illustrated letters as compared with the usual sales letter? One mail-order test on 100,000 names revealed 11% increased replies in favor of the illustrated letter. Another advertiser gets 20% greater returns.

Whether you now use illustrated letters or not, you will be interested in the Handbook which we will send without cost to men who buy, plan, write, or produce printed matter.

The Handbook shows the kind of letters used by Herbert D. Shivers to sell millions of cigars by mail. It reproduces the text of a letter used by the New Process Company of Warren, Pa., who sold over a million dollars' worth of traveling bags.

It describes the kind of letters that enable Frank E. Davis of Gloucester to sell a million dollars' worth of fish a year by mail.

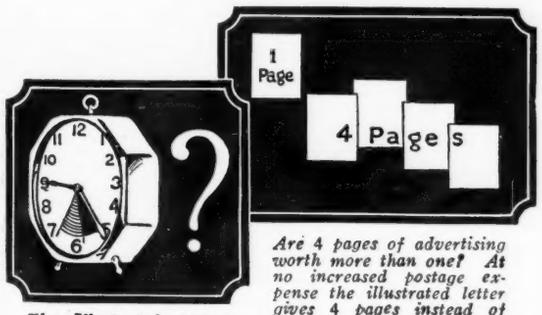
You read about one publishing house that has sold 50,000,000 books without a personal salesman. You see how the makers of Fuller Brushes, Purina Chows, make use of illustrated letters in agent and dealer help work.

The Handbook tells how illustrated letters are used—the twelve jobs they do best—and their advantages. Specimens of many of the letters referred to will be found tucked in the handy pocket in the front cover, and a few dummies for layout purposes are in the back.

If interested in making letters pay better for direct mail or dealer help work, the Handbook, which we will send free of cost, should be constantly at your elbow.

STANDARD PAPER MFG. CO.
Richmond, Virginia
Makers of Two-Text Illustrated Letter Paper

The Problems of Many Advertisers Related by the Men Who Solved Them



The Illustrated 4-page letter gives the same message as the single sheet letter plus 5 to 10 minutes' elaboration of the idea—a 10 minute interview instead of a 2-minute one.

Are 4 pages of advertising worth more than one? At no increased postage expense the illustrated letter gives 4 pages instead of one—permits showing the product and its uses in colors.

TWO-TEXT
for the
ILLUSTRATED
side-a coated paper-for the
LETTER
side-a bond paper

14 Advantages of Illustrated Letters

The illustrated letter on Two-Text gives the direct advertiser these advantages:

—Carries letters and complete information for 1½c. or 2c.
—Shows product in colors.
—Permits the selling of several articles in one letter.
—Lays entire information before prospect for ready action or reference.
—First page of letter can be shorter.
—Permits showing many uses for the article or many styles.
—Enables follow-up letters to continue the selling job without seeming unduly long.
—Permits pictures of installations or testimonials to be used. Localized pictures or testimonials if desired.
—Allows the letter accompanying the catalog to call attention to specials which can be pictured in colors even though the catalog is limited to one color.
—Makes letters to old customers picture advantages of what they have bought—keeps them sold—pictures new styles—models or other desirable purchases.
—Permits class distinctions as to locality—seasons, uses, etc., impossible in the big catalog.
—Provides an unfailingly good sales letter on the inside regardless of ability or mood of the correspondent with the first page available for personalizing the message.
—Pulls for a longer period of time than other letters.
—Gives from 15% to 33% more returns from the same skill in letter-writing and the same postage expense.



(*Maxon, Inc.*)

A striking double-page spread with the entire sales story in the headlines.



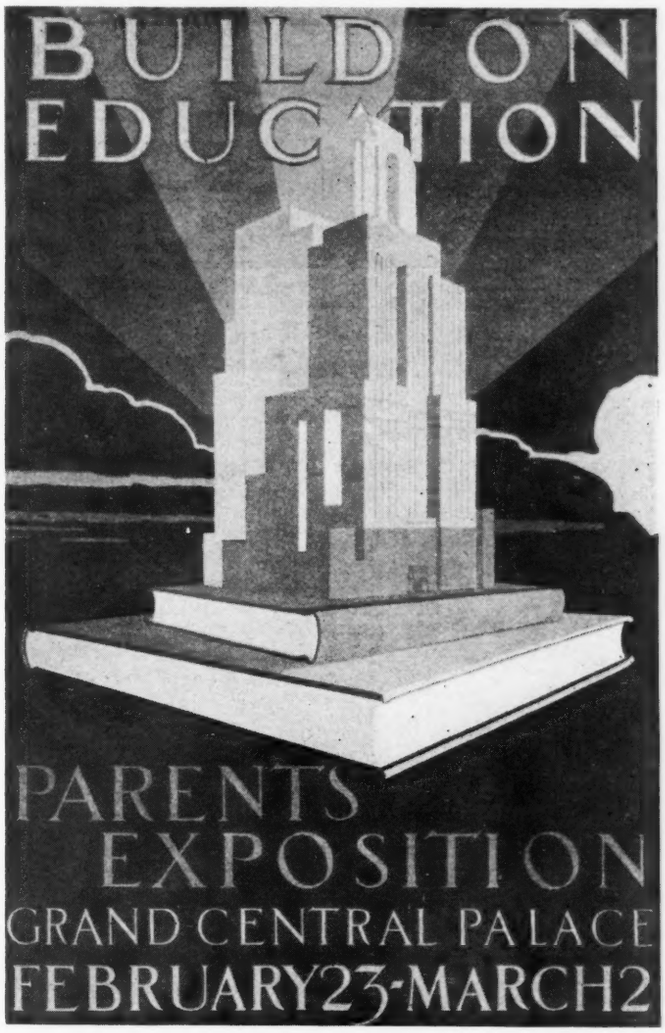
Molloy has just sent out an ingenious direct mail folder. The Instruction Book, a cut-out from an inner illustration, sticks realistically from the coat pocket, tempting the reader to peer inside.



(*Lennen & Mitchell, Inc.*)

If not the first, at least the most outstanding example of an advertiser admitting second place. This one advertisement will doubtless go far in strengthening public confidence in the future claims of Old Gold.

The Advertising Gallery



The prize-winning poster in the poster contest organized by the Parents Exposition in New York. The artist is a sixteen-year-old school boy, William G. Day.

One of a series of advertisements in typical magazine-story form which the Hardie Manufacturing Company says has brought more direct results than any previous series.



One hundred and eighty-five pounds of six foot one—a two-fisted figure of efficiency.

19,200 WERE WASHED

CARS *in Fourteen Months*

How E. M. Hiller—
Assisted by a Four-Gun Hardie—
Built an Amazing Washing Business
in the Very First Year

As told to Monte W. Sohn

FIFTEEN months ago there was no Agni Motor Fuel Company. Fourteen months ago a filling station of that name opened the eyes of its electric sign and stared with interest down North Kilpatrick Avenue Chicago.

The first day's blinking of that two colored electric sign—they told me—saw the washing of one hundred and sixty-one cars. One hundred and sixty-one cars in the first twenty-four hours of its existence!

I decided to go out and take a look.

"Here," I said to myself, "I'll find a big man with big ideas about the car washing business." And I did. For both are located in the interesting personality of Earl M. Hiller, father and mother of the Agni Motor Fuel Company.

As my car ambled to a stop I saw a hatless human, his shirt sleeves rolled up, a two-fisted figure of efficiency that the doorway was just big enough to frame.

"This," I said with a smile, extending my hand to a hundred and eighty-five pounds of six foot one, "must be Hiller."

"This," he replied, with an agreeable grin, "is nothing else *but*."

And then I got an earful about the car washing business in an amazing record this man unfolded.

"It's all true," he said. "And a lot of the credit is due to that four-gun Hardie I bought. When I tell you it has been running fourteen months without needing any repairs I tell it to you because I want you to bear the fact in mind when you begin to write down that we've washed a total of almost twenty thousand cars in fourteen months."

I was amazed. Hiller sensed that amazement. He rose suddenly from his chair.

"Come here," he said in the tone that top sergeants used to use. I came. He yanked open a drawer and snapped one of the cards back. It bore the legend "February 1928." He pointed a husky index finger to a figure at the bottom of the card. It said, "twenty-one hundred seventy-three." He showed me March. Its total was one thousand six hundred forty-seven. He showed me April, which rejoiced in eighteen hundred and twenty-six car washes.

And then he showed me his prize card—a record Saturday—June 8th, 1928. Its total was *two hundred and twenty-one cars*—washed within the confines of a twenty-hour day with one four-gun Hardie Car Washer, twelve efficient colored men at two concrete pits.

It was incredible. I wanted to know how he did it.

"There's two ways of starting a car washing business," he said. "One way is to nail a horseshoe over the door, and hope for the best. I tried the other way. I'm not acquainted with any horses and wouldn't know how to take a shoe from one if I were. Circularizing—telling your story on a simple card—will attract attention to any establishment if you do enough of it."

"A few days before we opened I hired a bunch of kids. I had them drop announcement cards of the new and better type of washing establishment I planned mine to be. Before they started out we had a sales conference. I told them I trusted them to see that one of those cards got into every automobile parked within fifty blocks of *my* place. I treated them like men and they certainly came through.

"I went out myself. I called on every garage in the downtown section that did not do its own washing. They let me put the announcements in all their cars. I did that myself, working from eleven at night till three in the morning, a time when I was sure to find most of the cars at home. I've been doing it ever since.

"I saw automobile dealers. I wanted washing to do at night and I assured the dealers that in return for the privilege of having this night work, whenever they had a rush job in the day time I'd sidetrack other jobs wherever possible.

"I was sure these birds wouldn't forget if we gave 'em exceptional work. It's like a restaurant. The news that you're giving good grub doesn't stay a secret very long. You don't have to hang any signs about 'New Management' over the door because good food gets you a reputation for *good* food.

"But I don't rely entirely on their memory. I keep after them by mail.

"See that guy over there by the cash register?"

I did.

"If any car gets out of here without his getting the license number, he's just naturally out of a job."

"And, what," I said, "do you do with the numbers?"

"The first thing I do is find out who owns the car and where he lives. A man may resent your asking for his name and address but he will never object if you find out those things from his license number. Especially when he doesn't know anything about it.

"If he lives in this neighborhood, his name goes on one of our cards. I give that owner two weeks. If he isn't in here for a wash within that time he gets one of our post-cards or one of our letters."

It seemed too easy.

"Itiseasy," heinsisted, "if you *keep it up*. The trouble with a great many men is they send out a bunch of mail pieces and expect to need a half dozen cops to get into the place the next morning. If you have advertising on your payroll you ought to give it a *permanent* job.

"Women's another thing," he said with the emphasis of enthusiasm. Even in the brief glance I had had of his establishment I felt the spotless cleanliness of it.

"More than thirty percent of my customers are women. And we pay them the compliment of practising what we preach—cleanliness. The first job this four-gun Hardie gets every morning is the job of cleaning up. We use it to scour every part of the building. I want this to be the sort of place the owner of the finest car won't be afraid to trust his car with. With his wife that goes double. And when her husband stops for a greasing job with a car that's really dirty, our cleanliness makes him ashamed to ask for a greasing job without including a wash. And you can bet we don't forget to mention it."



"Eighty-five percent of our business and over ninety percent of our profits comes from car washing."

At this point I interjected. "Do you greet all customers the way you greeted me," I inquired.

"I try to, but I'm not so funny about that as I am fussy about seeing them when they *leave*. That's when the *next* sale is *made*. They don't get out without seeing me and when I can't be here there's another man trained to do the job as well as I.

"First I inspect the job—and that doesn't mean a quick look. If it isn't a hundred percent I insist on it being done over. And if the motorist is in a hurry I give him a check that entitles him to another wash free whenever he wants it.

"If the job's okay I show him why it's okay. I take him around the dark corners, show him the care that was taken to clean at points which, if neglected, are seldom noticed by the car owner.

"Then I ask him to give us a little more time on the next job and let us give him an engine wash too. There's a lovely extra profit there. And we get a lot of it.

"I give you my word if he leaves here without being a friend of ours it isn't my fault or the fault of my place."

"How did you come to buy a Hardie?" I inquired.

"Boy, it was one smart jobber who sold it to me. He's known me for a long time. He knew I knew more about the construction of most garage equipment than he *ever* would. He didn't try to hand me a lot of technical stuff. Just let me look at the washer to satisfy myself it was well made. Then he drove me to see a guy uptown who had been using a Hardie for a couple of years without a minute's trouble. I watched it working for a while. Then he took me to another place where the owner told the same story of satisfaction. After the third visit I was all set.

"There's been a dozen fellows in here who were going to start in the washing business and wanted to see how I did it. I washowed them every trick in the bag. I have even let them work here for a day or two to get the inside story.

"That's the very least I can do for an outfit whose machine pays me the dividends this baby does. I've heard Hardie has a wonderful service policy but I've never had a chance to test it."

There were other departments that interested me.

He waved a deprecating hand. "Gas, and oil, and greasing? Oh yes, we get a very nice month-after-month profit from them. But eighty-five percent of our business and over ninety percent of our profit comes from car washing. And if there's any doubt about it you saw my cards. You saw the proof—that for fourteen months we've averaged fourteen hundred cars."

That's all. Hiller is just one more of the many examples—men who know from experience that car washing with a Hardie is profitable. If Hiller has applied plenty of energy and some resourcefulness to his specialism he has ample proof that it pays.

This Advertisement is the Second of a Series—Stories from Among the Thousands of Hardie Car Washing Successes—Watch for Them—THE HARDIE MANUFACTURING COMPANY, *Hudson, Mich.*

(Picard-Sohn, Inc.)

Are You Aiming Your 1929 Advertising at the New York of 1918?

The New York metropolitan area has grown tremendously in population and buying power in the last ten years.

MORE FAMILIES—
by over three hundred thousand—with a correspondingly greater increase in expenditures for food, clothing, furniture and all other necessities and luxuries.

MORE PURCHASING POWER—
by almost two billion dollars.

AND—*the most intensified competition in the history of industry.*

How is this great growth accounted for in terms of increased numbers of evening newspaper readers?

Only in ONE way!

By the circulation of the New York Evening Graphic—a circulation that directly corresponds to the increase in numbers of families. (More than 355,000 in January, 1929.)

All other evening newspapers combined have no more circulation than they did 10 years ago.

—a fact that is demonstrated by the unbiased figures on the opposite page—revealing the true situation in the New York evening newspaper field—the field that is acknowledged to predominate in producing consumer sales.

Shrewd advertisers are invited to telephone or correspond with W. E. Robinson.

New York
Evening Graphic

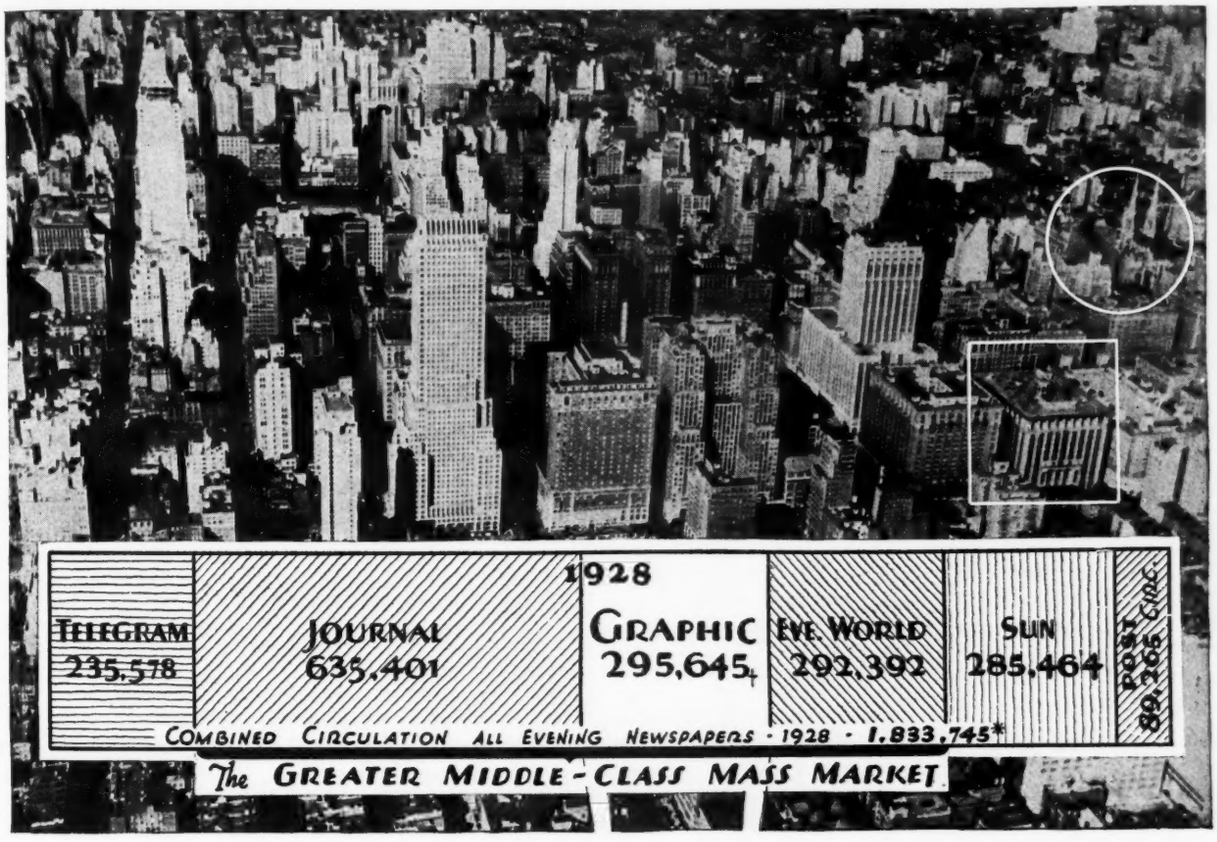
350 Hudson Street Canal 1000

In reference to figures on opposite page

*From reports filed with the Government for the six months' period ending October 1, 1918, and the same period in 1928.

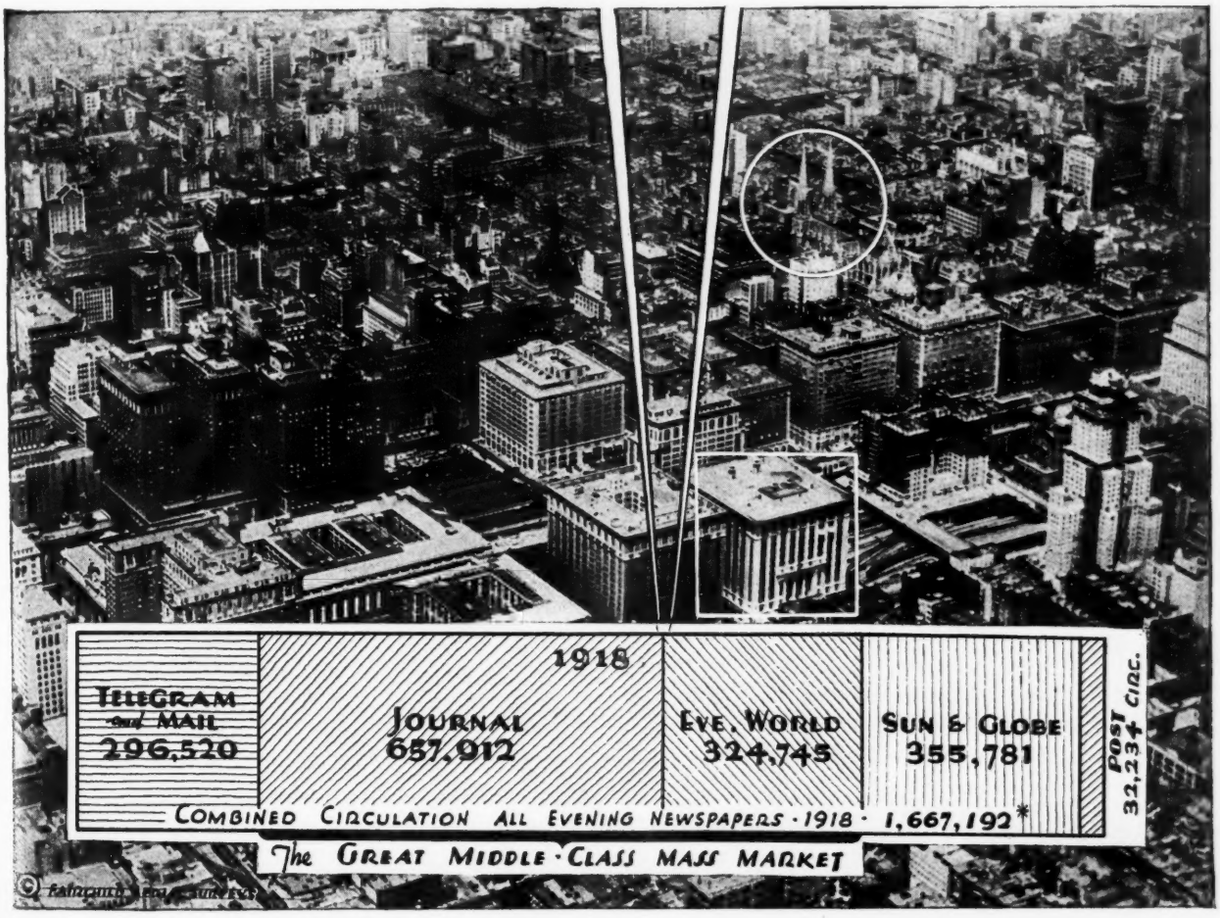
†The average daily sales of the Graphic for January, 1929, were 355,000.

If you omit the Graphic you are MISSING New York's second largest evening newspaper circulation.



The Grand Central Area in 1918—and in 1928

The spires of St. Patrick's Cathedral (in circle) and Grand Central Palace (in square) appear in both views.



Lumbermen Attack Trade Evils with Grade-Marking Plan

BY JAMES TRUE



One thousand members of the National Lumber Manufacturers' Association will unite to protect honest manufacturers, dealers and consumers through this new plan for grade-marking and trade-marking. They will begin to advertise this month with space in general magazines, home interest publications, and trade and business papers.

PRESIDENT - ELECT Herbert Hoover, in his Saint Louis campaign speech, emphasized a project of the lumber industry that is about to culminate in an advertising and merchandising campaign that is entirely new in our industrial history. The campaign will not only tend to prevent unfavorable legislation, but it will beneficially affect many of the building trades and undoubtedly establish a precedent for other industries to follow. In briefly outlining this project, Mr. Hoover said:

"For a great many years legislation had been debated in Congress providing for the regulation of the lumber industry somewhat on the lines of the pure food laws, in order to protect the honest manufacturers and dealers and the public. In 1923, however, we created a series of committees amongst associations in the lumber industry at their request. In the course of a gradual extension over five years we finally perfected a system for the grading of lumber and for the guaranteeing of those grades to the public, which is now carried out wholly within and by the lumber industry itself. Consequently, during these last few years, there has been no suggestion of such legislation from Congress. The savings to the public in the elimination of waste and fraud have been estimated by the industry at upwards of $250,000,000 a year. This is a clear case where by cooperative methods we have avoided the necessity of regulation with the bureaucracy and interference that flow from it. It is also a clear case of building up self-government."

Educating the Consumer

Now the industry is concerned with assuring its greater progress by educating all home-owners and users of lumber regarding its system of absolutely guaranteeing the validity of all grade-marks with the addition of its "National Tree" symbol or trade-mark on the products of its manufacturers. This work is being carried on by the National Lumber Manufacturers Association, an affiliation of seventeen associations of manufacturers in the United States and Canada, and the publication of a series of full-page advertisements setting forth the entire plan will begin March 9 and continue throughout the year.

This series will appear in a number of popular magazines, all of the home interest publications, and a list of trade papers.

The first of the advertisements will explain the grade-marking, but will not offer the guarantee, although the page contains a reproduction of the "National Tree" trade-mark. The copy merely announces that "American Standard Lumber from America's Best Mills" is now obtainable both grade-marked and unmarked, and continues: "If you want ready assurance of standard quality—lumber plainly printed with the mark of the expert grader—look for the grade-mark on each board. This quality lumber can now be had in every species. A larger supply will be available as consumers get accustomed to looking and asking for it when they buy."

Later on in the series, the advertisements will deal more specifically with the guarantee. One advertisement of the kind, that is scheduled for publication next fall, discusses the grade-marking and trade-marking as two of the greatest forward steps in American industry, and explains that hundreds of mills are grading their lumber according to the newly established American Lumber Standards. It further states that to the marks of its member associations, the National Lumber Manufacturers Association adds its own trade-mark—the "National Tree" symbol—and adds: "This signifies the *financial guarantee* of the association in support of the grade-marks."

In the same advertisement, the meaning of the "National Tree" mark is explained more completely by a statement set in bold type and boxed near the center of the page. This statement, under the title, "What the 'National Tree' symbol means," reads as follows:

1. That lumber bearing it is manufactured and graded in accordance with American Lumber Standards, approved by President Hoover (as Secretary of Commerce), and by the U. S. Department of Agriculture (Forest Service).
2. That the quality is attested by the grade-mark.
3. That sizes are as represented.
4. That in case of error, refund of purchase money or other satisfactory adjustment is guaranteed by the National Lumber Manufacturers Association.

Many Mills Cooperating

In the meantime, a large number of mills are operating under the association's license to use the guarantee mark, and a force of representatives is in the field signing up other individual manufacturers. Before the advertising campaign was completely planned, manufacturers of more than 20 per cent of the total lumber output had agreed to cooperate with the National Association, and it is assured that a very much larger percentage of the industry's total volume will bear

(*Continued on page* 518)

Government Tells First Results of Louisville Grocery Survey

The first data to be brought out by the Louisville Grocery Survey, recently launched by the Bureau of Foreign and Domestic Commerce at the instance of commercial interests there, were announced Wednesday by Dr. Frank M. Surface, assistant director of the bureau, following a conference in Louisville earlier in the week, participated in by business leaders from various sections of the country.

Of the five wholesalers to be completely analyzed, Dr. Surface said, preliminary figures are now available on one. These figures include distribution of sales by county volume, customer analysis, sales volume and the size of orders of country and city business, both by bulk and package.

In addition, twenty-eight retailers have already been analyzed, preliminary figures of the census of distribution are available on 662 of 2,000 retail outlets, and credit procedure and preliminary business mortality figures on 221 of 400-odd establishments.

The wholesale distribution costs, Dr. Surface said, were found to be as follows:

One-quarter of their sales were done on 500 items of canned fruits, vegetable, spices, etc. On coffee, one-third of the volume was in Louisville and environs, and two-thirds in country business. On specialties, three-quarters were in the city and one-quarter in the country. Sales volume outside of the city equals 82 per cent of the volume from 39 per cent of the customers—namely, those buying over $100 annually—61 per cent buy less than $100 annually and supply but 18 per cent of the total wholesale volume.

An analysis of orders discloses that 81 per cent of the total volume is from 51 per cent of the total orders—namely those of more than $25 each.

The sales volume is 44 per cent in Louisville and two adjacent counties, and 66 per cent is scattered throughout eleven states. Salesmen operate in 120 of the 150 counties of Kentucky and Indiana. Twenty-five per cent of the counties yield 75 per cent of the volume.

The county commodity analysis discloses that four blends of nine brands of coffee account for 88 per cent of the total sales; the remaining twelve blends, 12 per cent. Outside of the city 70 per cent of the coffee volume comes from Kentucky, North Carolina, West Virginia and Tennessee.

Twenty-eight retail grocers were analyzed after inventory and record made of stock two months on hand. Store volumes range from five to one hundred thousand dollars. Preliminary figures show 56.8 per cent of stock on credit. The need is seen, Dr. Surface emphasized, for close scrutiny of buying, selling, inventory and policies of retailers.

The credit survey he thought especially significant. The preliminary report on the 221 out of 400-odd establishments shows loss from bad debts of 2.94 per cent among thirty prospective bankrupts.

The preliminary report of the Census of Distribution, covering 662 of 2,000 establishments shows the volume of food products and allied lines to be $9,100,546 among sixteen classes of outlets. These 662 outlets showed 717 firm members and proprietors and 1,015 employes. The salaries and wages were $691,351, and other operating expenses $651,473. Total expense were thus 14.7 per cent.

Six projects are being undertaken: Wholesale distribution costs, retail distribution costs, a census of food distribution, a consumer survey, mortality records and credit procedure and market data. Preliminary announcement of this program was made in SALES MANAGEMENT of February 16.

In describing the circumstances which led up to the survey Shirley E. Haas, secretary of the Retail Grocers' Association of Louisville, told the meeting that in the years 1925, '26 and '27 his association had found that 1,080 changes took place, "360 per year, or 30 per month, was the average—a turnover of 30 per cent of our retail grocers annually. We sought to find answers to these questions:

"Why do so many dealers go broke?

"Why do so few jobbers make money?

"Why is the manufacturer in such a quandary over the distributing end of his business?

"After the completed program has been thoroughly tried and tested in the Louisville market," Mr. Haas said, "the matter of spreading it nationally will not be a difficult job."

William Butterworth, president of the United States Chamber of Commerce, emphasized that $8,000,000,000 represents the nation's annual waste in distribution—$1,000,000 of this amount due to credit loss.

"Squarely in the hands of the business man," Mr. Butterworth added, "is the problem of balancing production and consumption. It is one of the most difficult problems we have yet faced and its solution will bring benefits to humanity the value of which are beyond present estimate. Production cannot increase indefinitely in every line. We cannot accept forever the philosophy of 'pigs for more pigs for more pigs.' Increasing production is something like climbing the side of a high plateau. Some time or other we get to the top. The only way by which we can know when we are at the top in production will be through compiling and understanding the facts of distribution."

Frederick M. Feiker, managing director of the Associated Business Papers and chairman of the conference, said that the purpose of the Department of Commerce in holding these meetings is "to establish a center point for voluntary cooperation between buyer and seller.

"The Louisville conference is unique in that it is a part of a program to find the answers to vexatious business questions, not by resort to law, but by appeal to common sense made effective through knowledge."

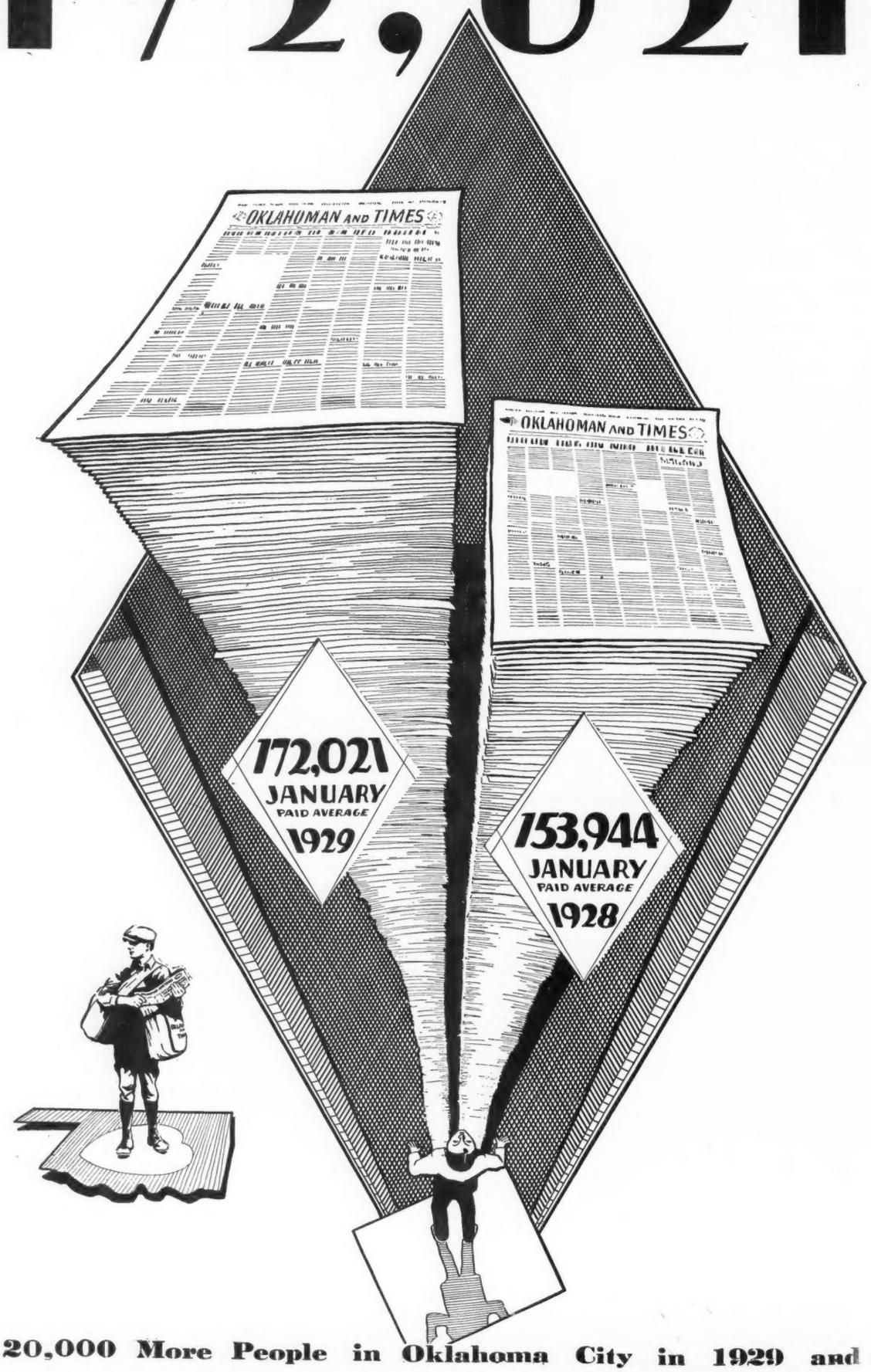
Others on the program were William B. Harrison, mayor of Louisville; Richard Bean, president of the Louisville National Bank & Trust Company; J. W. Millard, of the bureau of foreign and domestic commerce; and O. H. Cheney, vice-president of the Irving Trust Company, New York.

An abstract of Mr. Cheney's address appears on page 489 of this issue of SALES MANAGEMENT.

A-S-E Appoints Franke

The All-Steel-Equip Company of Aurora, Illinois, maker of office and factory equipment and electrical specialties, has placed K. D. Franke in charge of advertising and sales promotion. Mr. Franke was on the Western staff of MacFadden Publications.

The Oklahoman and Times Reach 172,021



20,000 More People in Oklahoma City in 1929 and

New High Level in Circulation

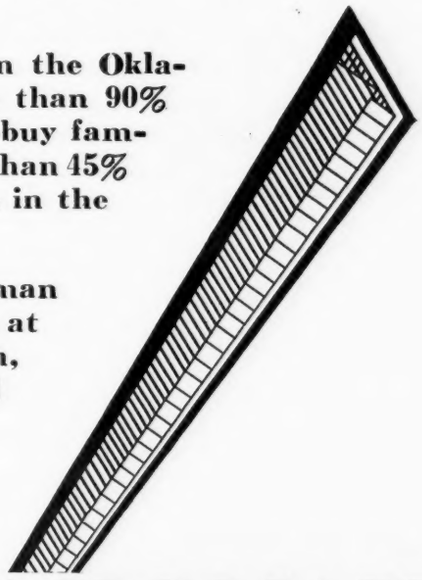
JANUARY PAID AVERAGE 18,077 GAIN

IN the Oklahoma City Market the Oklahoman and Times *alone* can do your advertising job thoroughly, effectively, economically.

In January, 1928, the Oklahoman and Times combined daily paid average circulation was 153,944. In January, 1929, this average has risen to 172,021, a gain of 18,077.

With their present circulation the Oklahoman and Times reach more than 90% of the English-reading, able-to-buy families in Oklahoma City, and more than 45% of the same type of urban families in the 68-mile trading radius.

A single newspaper buy, the Oklahoman and Times, thoroughly, forcefully, and at *one* low advertising cost covers this rich, responsive market, placing practically all of its buying power at the disposal of advertisers.



The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO. — WKY — The OKLAHOMA FARMER STOCKMAN

E. KATZ SPECIAL ADVERTISING AGENCY, -- New York -- Chicago -- Detroit -- Kansas City -- Atlanta -- San Francisco



18,077 More Circulation on the Oklahoman and Times

Fifty Schulte-United "Junior Department Stores" Open Soon



¶ Advertising for the Schulte-United "Junior Department Stores" is confined entirely to local newspapers. Starting with full pages, each advertisement in the campaign is devoted to a number of specific products.

Fifty "Junior Department Stores," specializing in merchandise from 5 cents to $1 and located in cities scattered from Bridgeport to San Francisco, will be opened this spring by the Schulte-United chain. Eighteen stores of this new system are already in operation and the company plans ultimately to extend it to five hundred. Although the bulk of the business is being done in 5-cent-to-$1 merchandise, the Miller, Inc., chain, specializing in women's clothing in the $1-to-$30 price range, will occupy the basements. The first floors of the new stores are to be devoted to notions and novelties.

Advertising is confined entirely to local newspapers. Starting with full pages, each advertisement in the campaign is devoted to a number of specific products. Subsequent insertions appear weekly. Although emphasis in the advertising is placed upon the lower-priced articles, the Miller offers are also presented—as are imported goods and women's and children's wear.

Steinite Advertising Increased $800,000

Steinite Laboratories Company, radio manufacturers, will devote $1,500,000 to advertising in 1929—an increase of $800,000, Oscar Getz, vice-president and general manager has announced.

The campaign will run almost primarily in newspapers, Mr. Getz said, although business publications will also be used. Radio is to be added to the list later.

Details of the campaign, to start the latter part of this month, are now being worked out.

Steamship Line Expands Vacation Land Program

With a 25 per cent increase in its advertising appropriation, Eastern Steamship Lines, Inc., plans this year an intensive campaign to popularize the vacation advantages of Virginia, New England, Nova Scotia, New Brunswick and Montreal, and the services of the eleven steamship lines it operates out of New York and Boston to these regions.

Newspapers east of the Mississippi will be used, with concentration in the larger cities nearer the coast.

Kellogg Company and Peach Growers Unite in Joint Campaign

An international cooperative program to stimulate consumption of California cling peaches marketed by the Canners' League of California and cereal products of the Kellogg Company will be launched this month.

Four hundred thousand pieces of lithographed matter—chiefly window and counter displays—will picture canned cling peaches in combination with the various Kellogg cereals, especially Corn Flakes and Rice Krispies.

Seven hundred field salesmen of the Kellogg company will start in a few weeks to install the display material in grocery stores and other retail food establishments in the United States, Canada, England and other countries where that company maintains branch offices.

Both organizations expect that this type of merchandise will attract more attention to and greater consumption of both canned cling peaches and Kellogg cereals.

The Kellogg company is expected to emphasize the tie-up also in general media.

The pack of California cling peaches in 1928 amounted to 14,811,606 cases, the equivalent of nearly 15,000 carloads.

Advertisers, Inc., Gets All Chrysler Accounts

Advertising of all divisions of Chrysler Corporation will be handled after March 1 by Advertisers, Inc., of Detroit, J. E. Fields, vice-president in charge of sales of the Chrysler Corporation, announced this week.

Advertisers, Inc., Mr. Fields explained, are already advertising counselors for Dodge Brothers motor cars and trucks. Under the new plan they will handle also the Chrysler Imperial, and the "75" and "65," the Plymouth and De Soto passenger cars, and Fargo commercial vehicles.

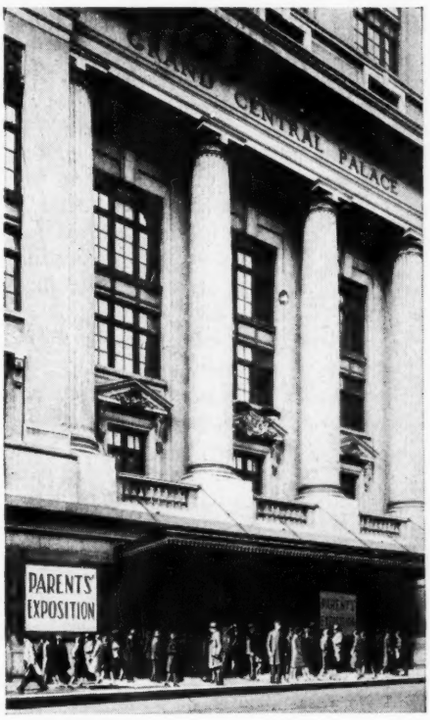
Lee Anderson, president of Advertisers, Inc., has been associated from the beginning with the advertising of all products introduced by Chrysler.

Aviation to McGraw-Hill

Aviation, the oldest aeronautical magazine in the United States, has been purchased by the McGraw-Hill Publishing Company. Earl V. Osborn, publisher, will join McGraw-Hill.

Two Great Parents' Expositions

One in New York Once a Year . . . . . The Other Nationally Once a Month



MANY thousands of eager parents are visiting the Second Annual Parents' Exposition now being held at Grand Central Palace, New York. There they will see exhibits of the best products for children and of the best equipment for the efficient home.

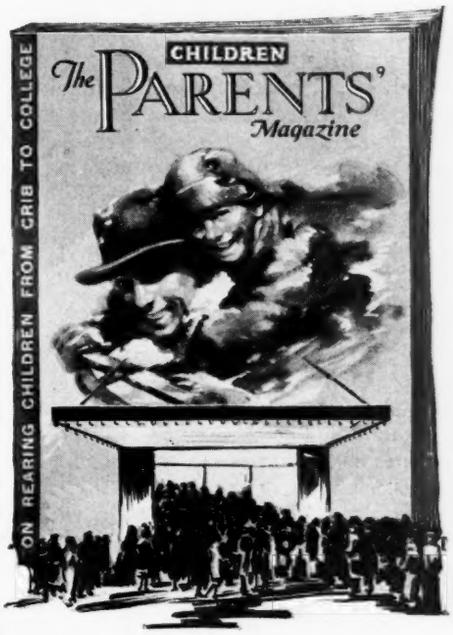
Every month there is a nation-wide Parents' Exposition held in the pages of CHILDREN, *The Parents' Magazine.*

The Better Parenthood Movement has become a tremendously important factor in American life. Everywhere there is evident a new, spontaneous interest among mothers and fathers in knowing more about the best methods of caring for and training their children. Witness the growth of Parent-Teacher Associations from 23,000 members in 1913, to more than 1,275,000 in 1929. Witness the organization of Child Study Groups and Mothercraft Clubs in practically every community. Witness an attendance of more than 250,000 people at last year's Parents' Exposition in New York. That is why it is so easy to understand why CHILDREN, *The Parents' Magazine,* has grown in a little more than two years to a net paid circulation which will average at least 100,000 A. B. C. in 1929.

The "key" parents in each community—the heads of the Parent-Teacher Associations, Child Study Groups and Mothercraft Clubs—read CHILDREN, *The Parents' Magazine,* for its authentic articles on rearing youngsters from crib to college. These "key" parents influence the buying habits of hundreds of thousands of other members of these groups.

CHILDREN
The PARENTS' *Magazine*

251 FOURTH AVE., NEW YORK



CHILDREN, *The Parents' Magazine,* is a unique advertising medium for three additional reasons—(1) It is read exclusively by parents—people who have homes and growing families. (2) When parents read this magazine, they are thinking not about fiction or fashions, but about the needs of their children. Thus, they are in a receptive mood for the advertisements of good products for children and for the home. (3) Because of the magazine's strict advertising standards which are clearly stated in each issue, the readers have unusual confidence in all advertised products.

Drop us a line and we will gladly send you a sample copy and further information of interest to advertisers and agencies.

Frigidaire in Expanded Program Introduces New "Cold Control"

With several new mechanical developments and new products, and 8 per cent increase in advertising appropriation, and a new direct-mail division to work out closer cooperation with salesmen, Frigidaire Corporation is making plans for a 25 per cent increase in business this year, E. G. Beichler, president and general manager, announced this week.

Sales for the first forty-five days of the year were nearly 35 per cent greater in volume than for the same period last year, Mr. Beichler said.

A new "cold control" system, featured nationally in full pages in newspapers and magazines, is intended to enable users to operate their refrigerators at the varying speeds required by different types of foods, much in the same manner as oven regulators control cooking and baking speeds and temperatures.

Emphasis in the promotion will be made also on a new electric room cooler capable of lowering the temperature of a room ten degrees and decreasing the humidity 10 per cent in thirty minutes and a portable refrigerator for hotels, clubs and hospitals and a line of water coolers. The company's standard refrigerators are being sold this year at new low-price levels, Mr. Beichler said. Several other products will be introduced in the next few months.

Special promotion effort will be made in announcing soon the one-millionth Frigidaire. There are now 900,000 Frigidaires in use.

Kansas City Star Sale Is Affirmed

The suit of Walter S. Dickey to set aside the sale of the Kansas City *Star* ended in a failure in the United States Supreme Court, which refused to take jurisdiction, holding there was no federal question involved in the Dickey appeal.

The case reached the United States Supreme Court after the Missouri Supreme Court had decided that the Kansas City Star Company had made the highest bid for the Kansas City *Star* newspaper properties and there was no basis for the charges of conspiracy and fraud made by Mr. Dickey against the William Rockhill Nelson University trustees, who sold the newspaper to the present Kansas City Star Company.

Mr. Dickey is publisher of the Kansas City *Journal-Post*.



Dr. Hans Luther

Luther Takes Charge of Berlin Convention

Dr. Hans Luther has accepted the chairmanship of the general committee for the International Advertising Convention to be held in Berlin next August.

Former chancellor of the Reich, former Mayor of Essen and Minister of Agriculture, Dr. Luther was a member of the German delegation to the Dawes Conference in London in 1924. He is now chairman of the Board of German Reichbahn Gesellschaft, said to be the largest business enterprise in the world. In cabling his acceptance of the chairmanship this week, he emphasized the importance of the convention keynote, "Advertising—The Keynote of World Prosperity."

H. H. Charles of the Charles Advertising Service, is general chairman in charge of American arrangements for the Berlin Convention; Arthur Capper, United States senator from Kansas and a farm paper and newspaper publisher, will be chairman of the On-to-Berlin committee; James O'Shaughnessy, of the transportation committee; Gilbert T. Hodges, of the program committee, and Frederick W. Hume, of the publicity committee.

Direct Nash Advertising

Ellis J. Travers, advertising manager of the Nash Motors Company for the last ten years, has just become director of advertising and assistant sales manager. F. R. Babcock, who has been an executive with the Green-Fulton-Cunningham Company, advertising agency directing the Nash account, has become advertising manager.

C. H. Bliss is now sales manager.

Oil Industry Moves to Standardize Its Sales Practices

To protect the public with regard to price, service and quality of oil products, to correct unfair marketing practices, and to solve problems of overproduction, a "National Code of Practices for Marketing Refined Petroleum Products," drafted by the American Petroleum Institute, was submitted this week to the Federal Trade Commission and to the petroleum industry for approval and adoption.

The proposed code would eliminate the loaning and leasing of equipment and the subleasing of stations for the purpose of price-cutting and rebating. It would provide for the posting of prices and the elimination of all secret or special discounts, except on written contracts with commercial transportation accounts. It is intended also to wipe out the practices of substitution, gifts, lottery, script and retail tank wagon delivery.

A general committee, headed by R. H. Holmes, president of the Texas Company, has been appointed to seek a solution of overproduction difficulties. This committee will work with four regional committees on world production and consumption of petroleum and its products, in determining methods whereby each region can lawfully adjust itself to producing as nearly as possible only such quantities of oil as will supply its own natural geographical market.

"If such cooperative measures as you may seek either in your own region or in other regions do not appear feasible because of existing laws or other difficulties," E. D. Reeser, president of the institute, advised the committees, "the major committee will take the initial steps to solve the problem on an international scale."

A general meeting will be held before March 15 to analyze reports and recommendations of the regional committees.

Penney Company Buys Golden Rule Stores

J. C. Penney Company has purchased the J. B. Byars Company (including the W. J. Lindsay Company, recently purchased by the Byars Company) and the J. M. McCracken Company. These two additions to the Penney chain operate 117 Golden Rule stores in twelve Western cities.

The new stores are being taken over as of January 1, 1929, and the entire personnel will be retained as far as possible.



Business has found a new route to profits

An editorial by

W. C. Dunlap, Vice President in Charge of Sales,
The American Multigraph Sales Company.

When dwindling profits block progress along established lines, business must do what Columbus did — find new paths to travel.

A new path to profit has already been opened up. A number of concerns are now using it successfully. It has been called "Selective Selling."

The old system of selling was the "leg-work" method — dividing markets geographically and covering them promiscuously with a high-pressure force of salesmen.

The new method analyzes markets, classifies them into good, better, best from one or several points of view, and then concentrates the bulk of its effort on the "preferred markets."

In our own business we have applied this new method and results have more than justified our expectations. Our net profit has increased; our salesmen are earning more money. Our business has improved as to collections and good will among our customers.

In our own case we give this new principle of selling a major share of the credit for these developments. As one of the tools in applying this principle, however, we have developed a new type of Multigraph equipment which lends itself to the purposes of selective selling. It shortens the process of reaching specific markets, large or small, with personal information and sales effort. It enables you to control the efforts of a sales force more effectively and economically.

Our experience, and that of a number of customers, is especially interesting to executives now engaged in finding a solution to the "large-volume-small-profit" problem. I shall be glad of an opportunity to give you some of these details. Address your letter to W. C. Dunlap, 1832 E. 40th Street, Cleveland, Ohio.

Do You Know Your Market?

There is a new MULTIGRAPH for today's new selling conditions.

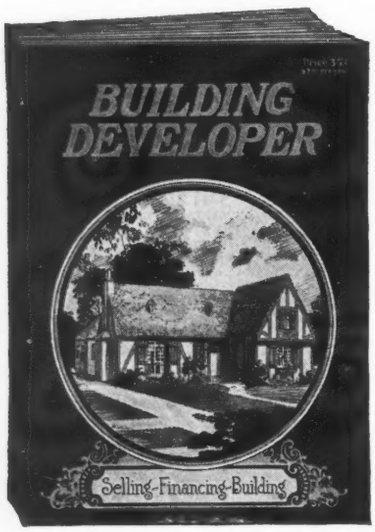
A 2-BILLION DOLLAR MARKET
AMONG THOSE WHO—
Build in Quantities For Sale

65% All Residential Building is Done by Building Developers

The importance of the building market controlled by building developers and speculative builders is revealed by Dodge contract figures. We have prepared a chart, copy sent on request, analyzing the Dodge 1928 contract figures to show structures built primarily for sale. 65% of all residential building in 1928 was done in developments or speculatively for sale. There were erected by developers more than 90,000 single family dwellings, 23,000 two-family dwellings and 22,000 apartments. The money value of this work by merchant-builders in 1928 was $2,234,075,800. Here is over two billion dollars in residential work each year, 65% and more of the total, on which *the builder and the owner are one and the same individual.*

"Building Developer" is the pioneer publication of *selling* for builders—of *new home merchandising*. It is the only publication bringing to builders definite, successful plans for promoting developments and selling homes.

"Building Developer" is read by the speculative building specialists or merchant-builders. Net paid circulation (A. B. C.) 6 months' average December, 1928, was 15,577.



Advertising and sales managers desire to reach building owners and their professional advisors. In this important field of residential building 65% is absolutely controlled by the builder, since the builder is also the owner of the property.

Send for current issue of the "Building Developer" and for complete details of this important market.

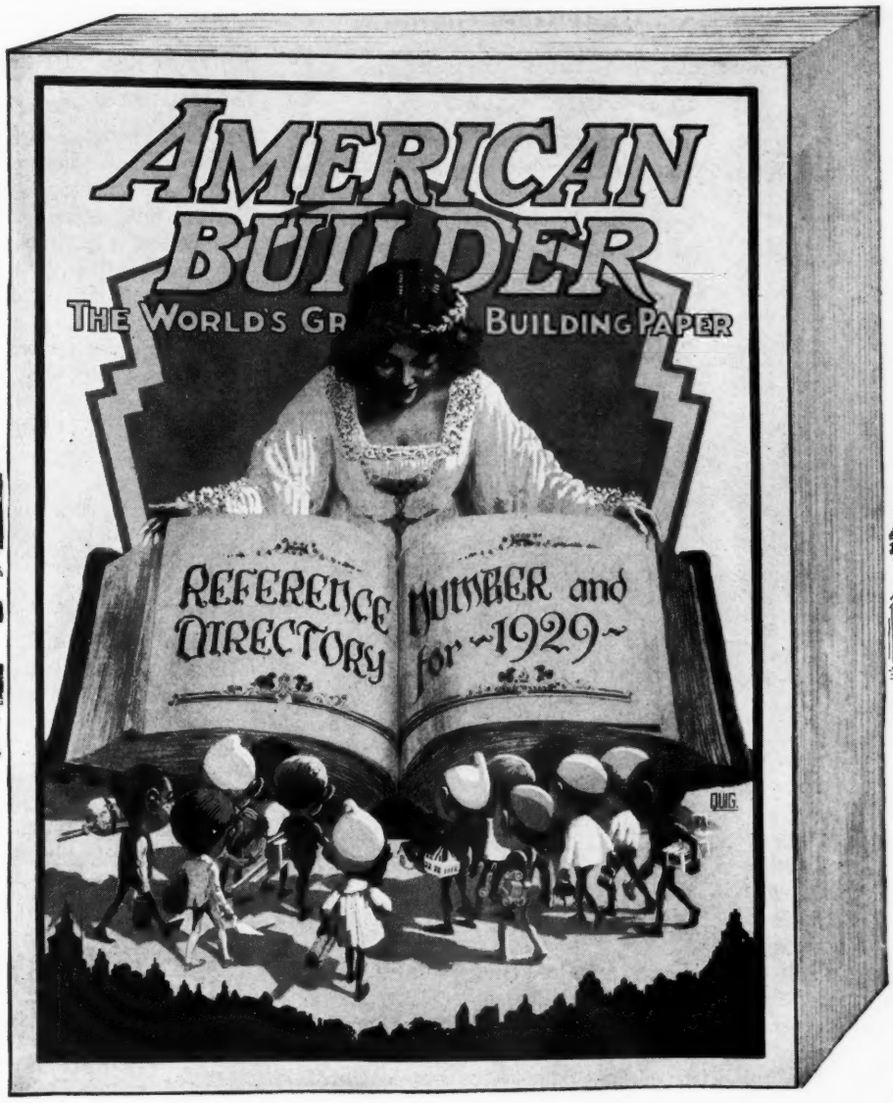
Member A. B. C. and A. B. P.

BUILDING DEVELOPER

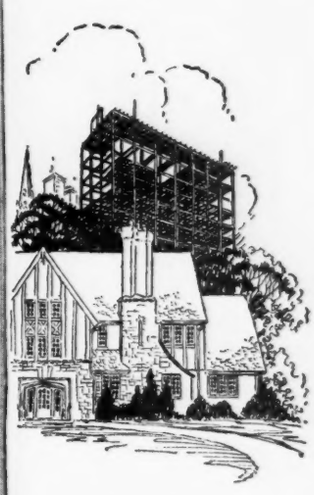
A Simmons-Boardman Publication

30 Church Street, New York City

Western Office: 105 W. Adams St., Chicago







"The Most Used and Studied Magazine in The Building Field"

The April Cover in Four Colors and Gold shows the Fairy Godmother of the Building Industry inviting the Professional Men and Leaders of the Construction Field to a close study of this Great Reference Book.

USE IT BIG!

Forms for the 1929 Annual Number close Mar. 10 to 20; in circulation April 1. This is the *Big Event* of the Building Year. Use big space in this important issue, in line with the size and importance of your proposition —and of this great sales opportunity.

Be represented in the famous GREEN PAPER DIRECTORY; list your Entire Line free. Big results all through the year will come from advertising in this long-lived Annual Directory and Reference Number.

Member A. B. C. and A. B. P.

AMERICAN BUILDER

A Simmons-Boardman Publication

105 W. Adams St., Chicago, Ill.

Eastern Office: 30 Church St., New York City, N. Y.

Drop us a line for one or all of these research bulletins:

"Make April Pay a Profit," describing the big April Reference and Directory Number.

"The Paved Way to the Building Market," listing and mapping the 657 trading center cities which do 75% of the nation's retail business, control practically 100% of the nation's building and where 92% of the American Builder circulation is located.

"85% From Advertising Agencies, Authorities on Advertising Values," a statement of prestige and policy.



E. J. Murnane

Jordan Motors Form New Distributing Company

Jordan Distributors, Inc., has just been formed by Jordan Motor Car Company of Cleveland to handle sales of that company's products in the Eastern territory from Maine to Virginia, with distributing units in New York, Boston and Philadelphia. The new company, capitalized at $500,000, will be headed by Edward J. Murnane, formerly head of the Studebaker agency in that city.

In announcing the new policy, which may later be extended nationally, Mr. Jordan pointed out that althought "engineering production, purchasing and cost problems in every branch of the automotive industry are subject to definite control, distribution has been largely a hit-or-miss affair, with excessive overheads and constantly fluctuating policies in changing managements. We believe that the new corporation will standardize methods and add stability to the entire organization."

Ward National Campaign to Push Private Brands

In an advertising campaign just launched in the national media, Montgomery Ward & Company will promote their own brands of products. Altogether forty-five national women's and farm magazines and local farm papers will be used.

The first advertisements, which have just appeared, carried coupons for the company's semi-annual catalog. The others, however, will concentrate more on specific items.

National Merchandising Exposition Planned in Atlantic City

The "American Fair"—expected to be the first national merchandising exposition in the United States—will be held with the cooperation of a number of leading national advertisers, in the new Atlantic City auditorium, August 3-25. Announcement of the exposition was made in New York this week by Walter E. Edge, United States senator from New Jersey; Morgan R. Larson, governor of New Jersey, and Anthony M. Ruffu, Jr., mayor of Atlantic City.

Manufacturers of various types of products have already agreed to take part, and each product will become an "act" in the series of radio programs to be broadcast over WPG, at Atlantic City, and affiliated stations for several weeks prior to the opening of the fair itself. Posters also will be used.

Mayor Ruffu explained that the objective of the fair, which will be held annually, is to provide manufacturers with a new medium for promotional and merchandising activities.

Donnelley, Red Book Publisher, Dies

Reuben H. Donnelley, president of the Reuben H. Donnelley Corporation, publishers of classified telephone directories in more than 100 localities in the United States, vice-president of R. R. Donnelley & Sons Company, printers and binders, member of the New York Stock Exchange, the Chicago Stock Exchange and of the Chicago Board of Trade, and a former president of the Associated Advertising Clubs of the World (now the International Advertising Association), died of an acute heart attack, at his apartment in the Blackstone Hotel, Chicago, last Tuesday. He was in his sixty-fourth year.

A Correction

On page 394 of SALES MANAGEMENT for February 16, it was reported that the Studebaker Mail Order Corporation of South Bend, "a subsidiary of the Studebaker Corporation of America," motor car manufacturers, was entering the radio business. This was in error. The Studebaker Mail Order Corporation is not connected with the Studebaker Corporation of America, but is a mail order jewelry concern, operated by members of the Studebaker family, who for several years have not been connected with the automobile business in any way.

Camp Fire Guarantees "Freshness" in a New Marshmallow Package

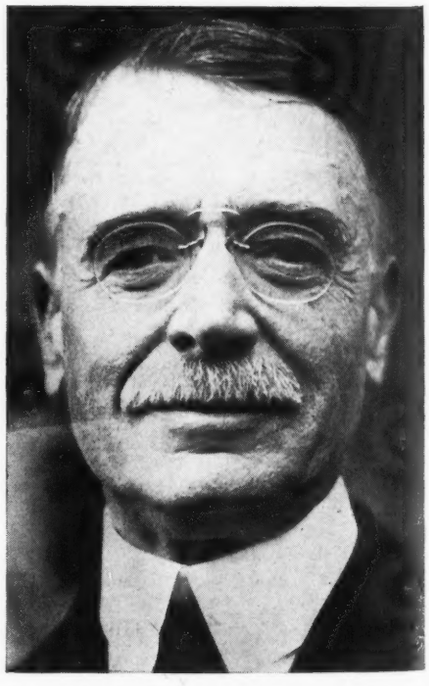
A new package which will keep marshmallows fresh indefinitely has just been developed and introduced and is now being advertised by the Camp Fire Company.

"It was prompted by a demand of our chain and jobbing customers for a pound package that could be sold at a popular price yet with the assurance that the contents would reach the ultimate consumer in a fresh condition," explained R. D. Olson, vice-president and general sales manager of the company.

"We found it impossible to meet these conditions with a tin container. The fibre packages which have been used for some time by marshmallow manufacturers, although less expensive than tin, also were unsatisfactory.

An indication of the response to the new package is found in the fact that the Camp Fire Company did more carload business on this package in sixty days than on their other packs in a year.

"The Family Package," Mr. Olsen continued, "was first announced to the trade in a broadside—followed up by reproductions of the first advertisement on it, a double-page magazine spread in colors. To make sure that this advertisement received attention from buyers of chain and jobbing organizations we delivered to them by Western Union messenger a telegram with a copy of the issue in which the advertisement appeared.



Reuben H. Donnelley



As the Department Stores Go

So Goes the Space Buyer - - -

Facts about Los Angeles not found in Standard Rate and Data.

Department Stores probably select their media more closely than any other kind of advertisers. Each advertisement is carefully checked and the advertising MUST produce business.

There are twelve large Stores in Los Angeles accepted and rated as Department Stores. These twelve Stores in 1928 carried 12,870,725* Agate Lines of advertising in the Six Los Angeles Newspapers, daily and Sunday included.

The Evening Herald is the ONLY Los Angeles newspaper carrying the advertising of ALL of these stores. In 1928 The Evening Herald carried 3,873,644* Lines of Department Store advertising in its Six Issues a Week. This was 686,347* Lines MORE than the Second newspaper (a morning paper with a Sunday edition) and 1,454,704* Lines MORE than the Second Evening Paper.

Shrewd advertisers consider these facts when making up their schedules for Los Angeles.

*All Figures from Media Records, Inc.

LOS ANGELES

EVENING HERALD

Represented in

New York
by
HERBERT W. MOLONEY,
342 Madison Ave.

Chicago
by
JOHN H. LEDERER,
910 Hearst Bldg.

San Francisco
by
A. J. NORRIS HILL,
610 Hearst Bldg.

National Manufacturers Aid Exposition to Teach Parents Their Jobs

Several hundred national manufacturers cooperated with educational authorities and social service agencies at the second annual Parents' Exposition held this week at the Grand Central Palace in New York to "teach parents their jobs."

The idea of thrift, saving for children's education, and teaching children to save, is brought out in two exhibits, those of the Union Dime Savings Bank and the Equitable Life Assurance Company.

Health education was fostered not only by welfare agencies, but also by those industries which help to promote health.

Johnson & Johnson exhibits showed the uses of its pharmaceutical preparations in the home.

Better homes for children were presented in two exhibits of New York apartment homes. One was a nursery home, for children of two and seven years old, showing the apparatus which should be used for their comfort. A second showed proper rooming facilities for older children.

Improvement of housing conditions brought into play a number of commercial organizations. A number of apartment building companies cooperated in an exhibition to awaken a consciousness toward better living conditions.

Fabrics and their uses and children's fashions are stressed in exhibitions of the Cotton Textile Institute, Rayon Institute, Wool Institute, with the cooperation of the Butterick Pattern Company, the Singer Sewing Machine Company, Gotham Hosiery Company, McCall Pattern Company, Gimbel Brothers, American Bemberg Corporation. A child's fashion show was a feature.

A larger degree of efficiency in the home was illustrated in a group of exhibits sponsored by the Laundry Board of Trade, the Hoover Company, the Oakite Company, Cinderella Appliance Company, Consolidated Gas Company and the Frigidaire Corporation.

"Music Begins at Home," the slogan of the music industries, was depicted by the Aeolian Company, Radio Corporation of America, Victor Talking Machine Company, Charles H. Ditson & Son, G. Schirmer and Associated Music Publishers.

A food budget was presented to those mothers who wish to provide the proper food for their children at the exhibition of the Great Atlantic & Pacific Tea Company.

Show Dairy Processes in $35,000 Exhibit

A moving miniature of the milk industry, costing $35,000, was shown at the Parents' Exposition in New York this week by the National Dairy Products Corporation.

The tiny farm hands, milk trucks, trains, pasteurizers, bottlers, ice cream and cheese factories and milk wagons were set in motion when President Coolidge pressed a button at Washington.

The exhibition is intended to tell the story of milk from the farm to the consumer.

Sprott Is Sales Manager of Berger Manufacturing

J. S. Sprott, for the past eight years vice-president in charge of sales of the General Fireproofing Company, Youngstown, Ohio, has been appointed general manager of sales of the Berger Manufacturing Company of Canton, Ohio.

The Berger company produces more than four thousand items of fabricated metal products.

Chase Heads Frost

Donald A. Chase has been elected president of the George Frost Company, makers of the Boston Garter and Velvet Grip products. He was assistant to the late Charles Sumner Bird for nine years prior to Mr. Bird's death and served as comptroller of the Bird companies. George B. Glidden, the vice-president, becomes chairman of the board. Leslie M. Woodworth, formerly with the Hood Rubber Company, was elected secretary and treasurer.

Honor W. R. Hearst

William Randolph Hearst was presented with a cross of honor by the United States Flag Association at a convention of the Hearst executives in San Antonio, Texas, last week. Colonel Frank Knox, general manager of the Hearst newspapers, was also decorated with the cross of honor.

Executive offices, foreign and domestic sales and advertising headquarters of L. C. Smith & Corona Typewriters, Inc., are now located in the new New York Life Building at 51 Madison Avenue, New York City.

Account Changes

AMERICAN TENT & AWNING COMPANY, Boston, Amatco awnings and tents, to the Porter Corporation, there.

FRANCO AMERICAN CHEMICAL WORKS, INC., Carlstadt, New Jersey, to Platt-Forbes, Inc., New York City.

UNIVERSAL AVIATION CORPORATION, Universal Aviation Schools—(Robertson Flying School, St. Louis; Mid-Planes Flying School, Minneapolis; and Egyptian Flying School, Marion, Illinois) to Chappelow Advertising Company, St. Louis. Aviation publications and national magazines.

LOUISIANA OIL REFINING CORPORATION, Shreveport, Louisiana, to Bauerlein, Inc., of New Orleans, effective April 1.

FAX LABORATORIES, INC., Dayton, Ohio, Fax deodorant, to the Robbins & Pearson Company, Columbus, Ohio.

ALLIANCE AIRCRAFT CORPORATION, Alliance, Ohio, to McClure & Wilder Agency of Warren, Ohio. Trade papers.

MERLIN PRODUCTS CORPORATION, New York City, Merlin household cleanser, to the William H. Rankin Company there. *American Weekly* papers for the present.

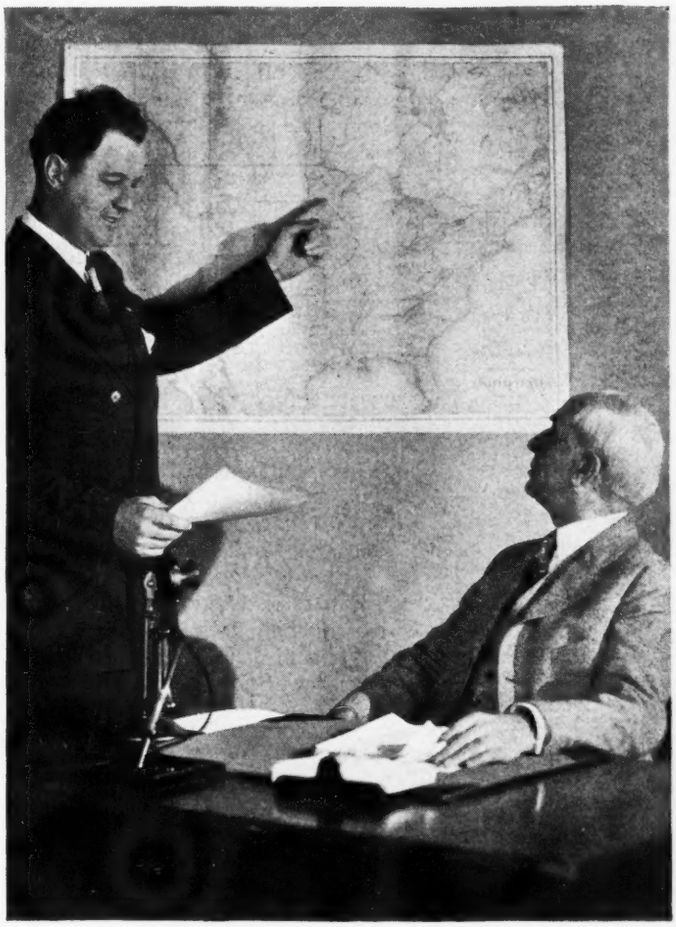
G. WASHINGTON COFFEE REFINING COMPANY, Morris Plains, New Jersey, to the Frank Presbrey Company, New York.

BATES VALVE BAG CORPORATION, Chicago, patented craftpaper bags for sugar, flour, salt, cereals, chemicals, cement, etc., to Batten, Barton, Durstine & Osborn Corporation, Chicago.

AMALGAMATED SILK CORPORATION, New York, to the United States Advertising Corporation, New York and Toledo.

H. A. WILSON COMPANY, Newark, New Jersey, Belais white gold, to Joseph E. Hanson Company there. Magazines and trade papers.

COMMERCIAL FACTORS CORPORATION, formed recently by merger of Frederick Vietor & Achelis, Inc., and Peierls, Buhler & Company, Inc., textiles, to George C. Sherman Company, Inc., of New York. Large city newspapers and trade publications.



Get distant PHOTOGRAPHS Quickly



NOW you can get a photograph from a distant city without a bit of bother. The man who makes your regular commercial photographs, will pass your instructions to an associate in the distant city (a responsible member of the Photographers Association of America) who will take the photograph. A print will be delivered to you through your local photographer in the regular way.

THIS interesting book "The Four Thousand Mile Lens" will tell you all about the Exchange Service sponsored by the Photographers Association of America. Your local commercial photographer will gladly give you a copy; or write to National Advertising Headquarters, Photographers Association of America, 136 East Market Street, Indianapolis.

INTERNATIONAL PHOTOGRAPHERS ASSOCIATION OF AMERICA

PHOTOGRAPHS *Tell the Truth*

YOUR LOCAL COMMERCIAL PHOTOGRAPHER CAN GET THAT DISTANT PHOTOGRAPH QUICKLY

Lumbermen Attack Trade Evils with Grade-Marking Plan

(*Continued from page* 504)

the "National Tree" guarantee mark before the campaign is completed. There are more than 1,000 manufacturers affiliated with the association, and they produce approximately 50 per cent of the lumber manufactured in the country. The remaining output is the production of small operators, farmers who reap timber from their woodlots in slack agricultural seasons, and intermittent migratory operators.

In all of the letters and direct material sent out by the association to manufacturers and dealers, the national magazine advertising is being featured and emphasized as the most important factor of the plan, and it is obvious that a great deal of effective educational work is being accomplished. In a letter from E. L. Carpenter, president of the association, sent to all members, he declared that it would be absurd, even stupid, for manufacturers to order and pay for costly and impressive advertising of regionally grade-marked lumber, guaranteed by the national trade-mark, and not provide the lumber marked as it is advertised. In this way, the association is impressing every mill operator with his responsibility for the success of the campaign.

Lumber Uses Set Forth

With the volume of material of the kind that is being distributed, reproductions of all of the magazine advertisements are included. The interest of manufacturers and dealers is also stimulated by the fact that the advertising campaign does not neglect to illustrate and explain the various uses and advantages of lumber. And every advertisement bears a coupon calling for booklets that more completely explain both the uses of lumber and the application of the guarantee trade-mark.

To the members of other industries, probably the most significant present result of the campaign is the widespread interest it has aroused throughout the building trades, and among engineers, architects, builders, financial men and government specialists. The United States Department of Commerce has issued a special report of the National Committee on Wood Utilization, entitled "Grade Marking of Lumber for the Consumers' Protection." This is the fifth of a series of reports on the subject, but the only one published exclusively for the consumer by the department.

Practically all of the trade organizations, the members of which use lumber extensively, have enthusiastically endorsed the proposition, as have all departments of the Government which buy lumber in quantity, and many prominent individuals have pointed out the advantages of establishing and identifying the various grades of lumber. Typical of the last mentioned is the statement of F. O. Dufour, of the American Society of Civil Engineers, who said that grade-marking is the finest instrument ever placed in the hands of specifying consumers, and added:

Will Conserve Timber

"It conserves timber since, as one is sure to get what he specified, he does not always specify the highest grade, hoping that if he does not get what he specified he will at least not get a grade too low for his requirements. Since practically three-fourths of our population live in frame houses, and nearly one-half of American industrial plants depend on wood for primary raw material, is it not of importance to get what we should have and want?"

For many years architects have advocated the grade-marking of lumber, being compelled, because of the absense of grade-marks, to specify lumber free from all defects, which is frequently the most expensive kind, for purposes where less expensive grades would serve just as well. The attitude of a great many architects was typically expressed by R. E. Kern, technical secretary, Structural Service Department, American Institute of Architects, when he said:

"The architect is perhaps more concerned with the grade-marking system than any other specifying consumer, because upon him rests the responsibility of making sure not only that the proper species and grades are specified, but also that they are furnished and used. He has nothing to sell but his services, and his entire stock in trade is his experience and technical knowledge. Hence it is obvious that the architect is in favor of any honest effort on the part of the material suppliers to simplify the specifying and inspection of lumber."

That builders as a class will support and promote the proposition of guaranteeing grade-marks is the conclusion of the association because of many endorsements. Representative of the builders, Robert Jemison, Jr., former president of the National Association of Real Estate Boards and prominent home builder of Birmingham, Ala., has said that the system is of great importance in convincing the home buyer that the lumber used is of the proper species and quality, and added: "Grade-marking will eliminate the danger of substitution and will promote fair competitive conditions in the building field."

That the campaign will tend to increase the building and owning of homes is the opinion of many officials of concerns that finance building construction. William S. Quinter, president of the District Building and Loan Association, Washington, D. C., explained this rather general opinion when he said: "The use of grade-marked lumber alone would justify a building association to make a larger loan on a home, because this system of marking each piece of lumber with a symbol denoting its quality gives assurance of good construction material."

Remains to Sell Public

From these and a great many similar statements, it is evident that the buiding trades and all large consumers of lumber are already familiar with the advantages of grade-marking. It now remains to secure the selling and merchandising advantages that the system justifies by making it widely known to the public, and the National Lumber Manufacturers Association is convinced that this can be accomplished promptly by advertising the guarantee behind its "National Tree" trade-mark. The results expected were also outlined by Mr. Hoover when he said:

"The grade-marking of lumber is an excellent idea. It will tend not only toward a more economical distribution, but it is a big step toward better merchandising and will directly benefit the manufacturer, middleman, and consumer. It should be practical and beneficial for the domestic and export trade alike."

Cooperative Campaign for Iowa Is Sought

The Iowa Association of Chamber of Commerce Secretaries, meeting in Cedar Rapids recently, appointed a committee to cooperate toward passage of a bill to be introduced in the legislature there soon appropriating $25,000 to advertise Iowa.

If this move is not successful a meeting of prominent business men of Iowa will be held in Des Moines to raise an advertising fund, probably of $100,000, to exploit the state.



Who gave them authority

to wear such clothes?

IT would take high courage to appear on the Avenue in April of 1929 garbed as our heroine is garbed.

The military effect, the pinched-in waist, the high laced shoes, the explorer's collar, the horticultural or zoological hat—one might well ask who *ever* gave them the authority to wear such clothes.

But it took no courage for the belle of 1917 to wear this suit a short twelve years ago. There was plenty of printed authority to govern every item in her wardrobe.

There were the style sheets of the dress shops, the booklets and folders of the milliner, the costumer, the stocking manufacturer and the bootmaker. With scarcely a peep at what others of her sex were wearing, she could tell from good printing what styles were in fashion, where they might be had, and what price she might reasonably expect to pay.

Who authorizes the styles of this spring—the small felts with flattened feathers, the frocks with separate jackets, the uneven swaying hemlines, the printed silk ensemble?

Printing announces the birth of a new style. Printing pictures it, tells who is making it, where it may be had. Printing lends authority to fashion. Printing helped change the Florodora girl into the military, the military girl into the modern.

What will the next change in style be? One way to tell is to watch the good printing that comes to you. For when a merchant or manufacturer employs a good printer to keep you informed of his stock and his styles, you are likely to find his advice authoritative.

TO MERCHANTS, MANUFACTURERS, AND BUYERS OF PRINTING

If you would like to obtain books on the practical use of printed pieces issued free of charge by S. D. Warren Company, write to your printer, asking him to put you on the Warren Mailing List. Or write S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

Warren's STANDARD Printing Papers

When a printer suggests a Warren's Standard Printing Paper he suggests it because he knows it has all the qualities that insure good printing, folding and binding—that it is tested for these qualities before it leaves the mill. Many printers are using the Warren trademark (above) in connection with their own imprint to identify productions on Warren's Standard Printing Papers.

WARREN'S STANDARD PRINTING PAPERS {better paper ~ better printing}

The Manufacturer's Birthright and the Chain Store's Mess of Pottage

(*Continued from page* 485)

two big Chicago mail-order houses sell not more than 2,000 dozen.

Are the manufacturers going to sacrifice the 90 per cent at a real profit for the 10 per cent that all too often brings no profit at all? If you, Mr. Manufacturer, make a product that requires any constructive selling or servicing, who is going to sell and service it after the price has been cut to the place where the jobber and independent will no longer handle it because it doesn't pay?

I fully expect the mail-order houses to take business away from the independents on certain items. But in these other products—the ones requiring selling and servicing, lies the big opportunity for the independent dealer. For there are many, many items that will never move in quantity in the slot-machine mechanism of the mail-order chain, and the chains themselves recognize this severe limitation.

Situation Not Insolvable

Lest I be accused of making only destructive criticism, may I suggest that this situation I have outlined does not seem altogether insolvable. There are a few manufacturers I know who appear to have found at least one way to sell both the big buyers and still to retain the full cooperation of their jobbers.

A leading manufacturer of toys whose distribution problems are further complicated by the fact that a large per cent of his business is done through the big department stores sells both the mail-order houses and the best jobbers. The explanation is that he has created a special line for the mail-order trade. The electric train he builds for the mail-order market may be just as good as his standard merchandise which goes through jobbing channels, but it looks different. It is a slightly different size; it has little differences in design, it is painted a different color.

A manufacturer of blackboards makes 24-inch, 36-inch and 48-inch sizes for the jobbing trade, and 30-inch, 42-inch and 54-inch for the mail-order buyers. For years we have had profitable relations with a large maker of aluminum ware who has succeeded admirably with this same policy: they make one quality line which is sold direct to dealers; they make another line, under another brand name, which is distributed through jobbers; they make a third line for mail-order houses, and a fourth line for the chain stores.

The policy of making different merchandise for these concerns and still retaining the identification of the company or brand, as the manufacturers whose cases I have just been citing do, seems to be working out with a fair degree of success all the way around. It gives the manufacturer the additional production which is made possible through chain orders. It also allows him to cash in on the advertised value of his name or brand, because the mail-order houses and the chains are making a big effort to get advertised lines—nationally known names enjoying a large measure of good will—to feature as leaders.

Only a few weeks ago I talked with a manufacturer of fishing tackle who complained of price-cutting on his line. Where we may carry a hundred different styles and designs of bait, and some of our dealers may have an assortment nearly half that size, the mail-order houses pick out the ten or twelve leaders and concentrate on those—that is an epitome of their whole method of selling. It was my suggestion to this manufacturer that he take a leaf from the experience of these other manufacturers and create a few new designs especially for this market—designs similar to the standard leaders, but enough different to give them separate identity.

Closer Cooperation

I have expressed the belief that the changing competitive situation and shifting distribution trends will necessitate a much closer cooperation between the independent dealer and his jobber than ever before. Taking the initiative on this in our own field, we at Hibbard, Spencer, Bartlett are developing one of the most elaborate dealer service programs ever sponsored, I think it is safe to say, by any jobber in the country, in the effort to supply the management factor vitally needed in so many independent retail businesses to put them on a basis where they can compete adequately with the chains. (This plan is explained in some detail in another article in this issue.)

This dealer service program has been developed out of an intensive study of scientific modern retail management and merchandising methods. We have only introduced this plan to our dealers, yet it is already taking hold and showing real results. The ideal we are working toward is this: to educate the independent dealer to the necessity of fighting fire with fire—of meeting science in selling on the part of the chain with science in selling on their own behalf.

The other half of the picture is this: We are trying to educate the dealer to a concentration of purchases, so that our profit will warrant the expense of these dealer helps the merchants seem to want, and to need so sorely. Heretofore the retailer's conception of the jobber has been that he is the service part of the distribution set up and is used mainly as a matter of convenience. Heretofore retailers have never, so far as I know, made any attempt to reduce the very expensive way that we do business under present conditions. The average order placed with jobbers is less than $20; the average value of each item on the order is less than $4; 25 per cent of all items are less than $1 in value. A jobber loses money on a majority of orders that are placed with him, and this condition is growing worse instead of better.

Perfect Circle of Efficiency

We want to trade *management* for the concentrated purchases of dealers, which will, in turn, enable us to lower our costs and give the difference back to the dealer in lower purchase prices. Again, this will place him in a stronger competitive position. It makes a perfect circle of efficiency—all we have to do is sell the idea! It's a long, slow job—to combat the inertia of the old-time hardware merchant who has advertised, perhaps, for twenty years, "If It's Hardware We Have It"—and to show him the fallacy of that slogan—to show how it is the arch enemy of profits, to make clear to him the fact that *selection* is a thousandfold more important as a way to profit than a low price.

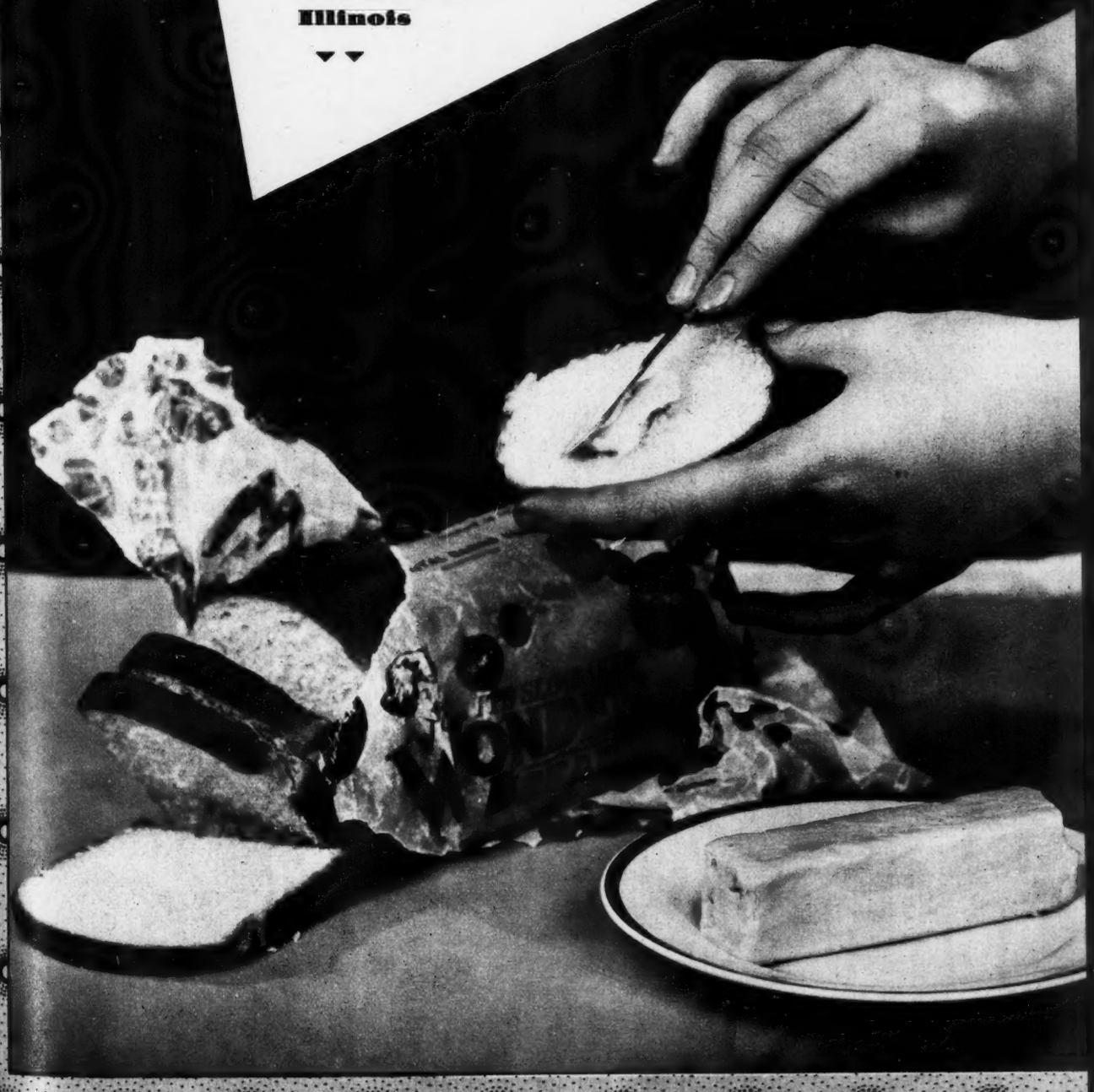
For we, like distributors and manufacturers in so many other fields, know what a tenacious hold the price idea has taken on the average merchant. He has usually but one theory of the chain store's success: they buy more cheaply than he. We are undertaking, in a serious way, to show the dealer that a new stock shipped out of our warehouse—even though we sold it at cost—might easily be worth only sixty cents on the dollar when it arrives at its destination, because it was not properly selected.

Buying to *sell*, not buying at a *price*, is the thing we are trying to reach—"buying backward," I call it.

There are literally thousands of in-

BREAD AND BUTTER

IN the advertising of taken-for-granted commodities, rotogravure may be used to lift them above a humdrum level. The more everyday the product, the more important its skillful, appealing, beautiful presentation. Imagination can be translated to printed page through photography and rotogravure which perfectly reproduces pictures. If questions arise, write Rotogravure Development Department, Kimberly-Clark Corporation, 208 So. LaSalle St., Chicago, Illinois



Rotogravure Sections

are PUBLISHED *every* WEEK *in*
FIFTY-FOUR CITIES *of* NORTH AMERICA
by these EIGHTY-EIGHT *Newspapers*

Albany Knickerbocker Press
Atlanta Constitution
Atlanta Journal
Baltimore Sun
Birmingham News
Boston Herald
Boston Traveler
Buffalo Courier Express
Buffalo Sunday Times
Chicago Daily News
Chicago Jewish Daily Forward
Chicago Sunday Tribune
Cincinnati Enquirer
Cleveland News
Cleveland Plain Dealer
Denver Post
Denver Rocky Mountain News
Des Moines Sunday Register
Detroit Free Press
Detroit News
Fort Wayne News-Sentinel
Fresno Bee
Habana, Cuba, Diario De La Marina
Hartford Courant
Houston Chronicle
Houston Post-Dispatch
Indianapolis Sunday Star
Kansas City Journal Post
Kansas City Star
Long Beach, Calif., Press Telegram
Los Angeles Sunday Times
Louisville Courier Journal
Louisville Sunday Herald Post
Memphis Commercial Appeal
Mexico City, El Excelsior
Mexico City, El Universal
Miami Daily News
Milwaukee Journal
Minneapolis Journal
Minneapolis Tribune
Montreal La Patrie
Montreal La Presse
Montreal Standard
Nashville Banner
Nashville Tennessean
Newark Sunday Cail
Newark Morning Ledger
New Bedford Sunday Standard
New Orleans Times Picayune
New York Bollettino Della Sera
New York Corriere D'America
New York Evening Graphic
New York Jewish Daily Forward
New York Il Progresso Italo Americano
New York Evening Post
New York Herald Tribune
New York Times
New York Sunday News
New York World
Omaha World-Herald
Peoria Journal Transcript
Peoria Star
Philadelphia L'Opinione
Philadelphia Inquirer
Philadelphia Public Ledger
Pittsburgh Press
Pittsburgh Sun-Telegraph
Providence Sunday Journal
Richmond, Va., Times-Dispatch
Rochester Democrat Chronicle
St. Louis Globe-Democrat
St. Louis Post Dispatch
St. Paul Daily News
St. Paul Sunday Pioneer Press
San Francisco Chronicle
Seattle Daily Times
South Bend News Times
Springfield, Mass., Union Republican
Syracuse Herald
Syracuse Post Standard
Terre Haute Tribune
Toledo Sunday Times
Toronto Star Weekly
Washington Post
Washington Sunday Star
Waterbury Sunday Republican
Wichita Sunday Eagle
Youngstown, O., Vindicator

Rotoplate is a perfect paper for rotogravure printing, and is supplied by Kimberly-Clark Corporation to the majority of the above newspapers

Kimberly-Clark Corporation

ESTABLISHED 1872

Neenah, Wis.

NEW YORK
122 East 42nd St.

LOS ANGELES
510 West 6th Street

CHICAGO, *208 S. La Salle Street*

Our book—"Rotogravure from Soup to Nuts"—shows more ways than ever in which rotogravure may be used. Write for a copy to Kimberly-Clark Corporation Rotogravure Development Department, 208 S. La Salle Street, Chicago, Ill.

dependent dealers who will call me ridiculous when I say I have never heard of a dealer failing because he paid too high a price for his goods. On the other hand, I see them fail every day in the week because they paid too low a price for it. Someone held out the snare of a lower price for a quantity that was much too heavy for the dealer's market, and he couldn't resist overloading to get a price on the lot of two cents less per dozen! Unsalable merchandise, retarded turnover, the sheriff's sign!

There is a woeful lack of confidence between jobbers and retailers. That confidence has to be established before either will prosper as much as they might. That confidence has to be built up to the point where the dealer will pick out a jobber and place on the jobber a large share of the burden of selection of goods. He must quit spending his time shopping around to save dimes, for if he is to keep abreast of competition he must spend the maximum of his time and efforts in sales planning.

In other words, the aim of our new dealer service plan is to get our merchants to quit trying to widen margins, quit trying to find lower prices, and learn how to get greater turnover on the kind of goods which pays a profit. We want to get that chap who has advertised, "If It's Hardware We Have It," to run a store instead of tend a museum. If we can get but five dealers out of the seventy-five served by each of our salesmen to see and understand that there are no "secrets" behind chain store success, that every idea being used by the chains to create sales can be used with equal or greater effectiveness by themselves—if we can get them to act on this principle—our block-square building on the river front will need a twin unit to take care of the business.

We hear right along that wholesale houses are going into the chain store business to maintain their distribution. There is always this way out for a wholesaler who knows his business. However, we are convinced that the independent dealer and jobber can operate more economically than a chain store. In fact, we know this to be true. We see evidence every day that dealers are awaking to the realization of this fact. We are confident that hardware dealers will catch step with the modern idea of "selling" and will eventually get clearly in their minds that the difference between the independent store and the chain store is that the chain store "sells" more merchandise because it uses modern selling methods. When such dealers learn to lean on their jobber for buying while spending their own time in selling and sales planning just like the manager of the chain store does, then and only then will we have the solution of the independent retailing problem.

Hibbard Shows Dealers How to Sell at a Profit in a Competitive Market

(*Continued from page* 485)

their minds the belief that the chain store is the place to trade, is well understood by this time.

A single instance which has come to the writer's attention recently, is the purchase by a chain, of several carloads of egg beaters at $14.40 a gross. These egg beaters were used as "leaders" and were sold at ten cents each. Along with an understanding of this policy has developed a better appreciation on the part of independent merchants of the fallacy of the practice of a flat mark-up for every piece of merchandise in the store.

Our Star Leader plan is offered to the independent dealer with the idea of getting him to use certain low-priced items as loss leaders in the same way as the chain uses similar items. From beginning to end, orders on this merchandise are handled differently from other orders which come to us, so that the expense of handling them is reduced to an absolute minimum.

There are four groups of items: those the dealer can feature at 10 cents; another group he can feature at 25 cents, and a third and fourth group designed to sell at 50 cents and $1. In the 10 cents group may be such articles as potato mashers, scrub brushes, towel racks, carpet beaters and work gloves. Pliers, sauce pans, mixing bowls, hatchets, pails, wrenches and planes are found in the 25, 50 cent and $1 groups. There is even an electric toaster for $1!

This merchandise is frankly of competitive grade; we do not guarantee it, and we will not accept returns. Little or no profit is made on the handling of it either by the dealer or jobber, but it is used exclusively to get people into the stores. A dealer must buy at least $50 worth of these Star Leaders; he cannot select less than two gross of the 10 cent items; not less than one-half gross of the 50 cent group, not less than one gross of the 25 cent items, and not less than ¼ gross of the $1 group. Otherwise he can spread his selection as he wishes. Terms are net cash with the order.

Our stocks of this merchandise are concentrated on one floor, on a big U-shaped table, where they can be assembled in record time; the orders go straight to this department and then to the shipping room. This is the reason a special order blank is required. Orders for regular merchandise must have credit checked, then must be duplicated and sent, perhaps, to as many as five or six different floors in our building, for assembly. Our method on the Star Leaders eliminates this additional handling.

With the Star Leaders goes a supply of printed price cards, and pennants for window decoration without charge. Circulars are offered at $9.50 a thousand, and newspaper mats at three cents each.

"Checkerboard Ad System"

Here is where we come back to the problem of getting the advertising material to match up with the stock the dealer carries. On page 522 is reproduced one of our Star Leaders advertising circulars. The reader can readily see that it is made up of small units of type and display—our "Checkerboard Ad System," we call it. The units are all in 2-inch square size, or multiples of this size. These units are all electrotyped separately, and the dealer can thus order his circulars made up featuring any combination of items he wants to buy, and not have included any he does not carry in stock. The only typesetting we have to do is the name of the firm, and perhaps, the phone number and address, all of which goes in the panel at the top of the sheet. Through this method of handling, we are able to furnish the circulars at a price the dealer can afford to pay.

This same system of advertising extends to a little sheet called "Good News" which we furnish to dealers to mail to their customers. The first page is done in chatty, story-style; it contains various ideas for beautifying the home, for planning parties, or for cooking special dishes, for example, prepared by a home economics authority. Wherever possible, various hardware articles are mentioned, with reference to their uses.

Another page has tested recipes on it, a third jokes and a cartoon strip. The whole interior spread features the

same "checkerboard" advertising units which may be employed in the circular. The dealer can choose his items, with whatever other display units he cares to combine with them. The cost to the dealer is $3.50 a hundred, $2 a hundred for 500, or, in lots of 1,000 copies or more, $1.50 a hundred. If the dealer cares to send us his mailing list, we will do the addressing at fifty cents a hundred.

We are receiving many requests from manufacturers of the various lines we carry to have their merchandise included in the Checkerboard units offered for the use of dealers. Our plan on this is to charge the manufacturer a nominal sum for the preparation of the ads on his goods—enough to cover the cost of composition, art work and engraving. Then, as dealers order the use of those specific units, to charge the manufacturer a dollar a thousand for the reproductions for dealers.

Some dealers have questioned the policy of featuring the low-priced specials, asking whether this will not injure their reputation for selling quality merchandise. Our reply is that we do not believe it will. We impress upon dealers that they must not spend time or effort "selling" the low-priced specials, but must learn to sell other merchandise of a higher grade to the customer who comes in attracted by the leaders.

Merchants often tell us that if a dealer "sells" a customer a cheap article which proves unsatisfactory, the customer will return it, or hold it against the merchant. On the other hand, if the merchant declines to recommend such an article, but allows the customer to buy and choose it of his own accord, the situation is different. If the hardware dealer will take a definite stand on the matter, he will incur no more risk than a chain store if he handles similar merchandise with the same policy as the chain store does.

One of the most vital needs among retail hardware dealers is modernization of store equipment so as to achieve better display of their products. The chain stores display every piece of merchandise they carry—that is one of the principles behind their success. Statistics compiled by the chains themselves show that for every article a woman intended to buy, she actually buys three others in addition when she comes into the store; to put it in another way, 75 per cent of the chain store's business is "accidental."

To give our dealers all the help possible in making over their stores, we have both a store engineering service department, and a plan for furnishing a thoroughly modern type of sectional store equipment at a very lost cost. This includes such items as wall panels, open shelf cabinets for smaller items and open cabinets for special types of merchandise such as tools and sporting goods. All these pieces are designed to give maximum display to the merchandise in accordance with the best principles of modern store engineering and merchandising.

The two illustrations reproduced on page 484 present a striking picture of the way our store engineers modernized one old-fashioned hardware store.

At the present time we are compiling a retail selling manual called "The Science of Modern Business," which embodies a simple, understandable discussion of some of the things outlined in this article. Some of the chapter headings are: "Is the Hardware Business Different from Other Businesses?" "What is Good Advertising?" "How Should Results from Advertising be Figured?" "Should a Hardware Dealer Handle 10-Cent Stuff?" "How Can I Justify My Regular Price After a Bargain Price?"

The few copies of this manual that we have loaned out thus far have stirred an amazing amount of interest among dealers. Only a few weeks ago a dealer came to Chicago all the way from Oregon to learn more about it; two Pennsylvania hardware merchants also made a special trip to our warehouse for the same purpose.

The need for such a service is vital. There is little question of that. A little later we will present, in SALES MANAGEMENT, a detailed account of what has been accomplished in the case of a number of individual hardware dealers.



One of our Star Leaders advertising circulars, made up of small units of type and display — our "Checkerboard Ad System."

That Blessed Word "Mesopotamia"

(*Continued from page* 493)

example: that by this means he can give his commonplace and undistinguished facts the dynamic significance that no amount of bluster and exaggeration will secure for them. And if, as I suggested, he will consent to study men and women considerably more, and statistics very much less, he will discover I think that there is nothing that people generally are more likely to understand and relish. The good old lady who came back from the kirk inexpressibly sustained and soothed by "that blessed word Mesopotamia" would certainly have been rated a synthetic dumb-bell according to the statistic, but the emotion was genuine and thoroughly practical for all that.

Pet Superstitions the Distribution Survey May Explode

(*Continued from page* 489)

reach out for new lands to conquer—or should he draw in his salesmen and multiply the number of calls per retailer in a smaller territory? Should he manufacture or develop his own brands? Should he open retail outlets or finance new retailers? Should he help the retailer fight the chain by giving him special discounts and more liberal credit? Should he adapt himself to the "hand-to-mouth" buying habits of retailers, or should he firmly refuse to fill any but reasonably sized orders? To these and to all similar questions the survey will answer, "Yes and no."

Take the question of what to sell. It is becoming as hard to define a grocer as it is to answer the question, "What is a drug store?" As some of the retailers increase their lines, there is a strong temptation for the wholesaler to do likewise—especially if he believes in being "live" and giving "complete service." Having added the new lines, the wholesaler naturally encourages his other retailers to add them. The widening of lines by retailers and wholesalers is therefore not necessarily the result of direct competition—but, direct or not, the problem is just as difficult and operates in a vicious circle from which it seems impossible to break out.

Who Should Sell What?

Should the grocer, wholesale or retail—or chain for that matter—sell fresh fruits and vegetables, meats, butter and eggs? Should grocers sell beverages, cigars and cigarettes and candy? Patent medicines and standard remedies? Stationery and school supplies? Notions and shoe laces, gloves, hosiery and underwear. Clothespins, wooden-ware, kitchen utensils, cutlery, electric light bulbs, fuse plugs, flashlights? Should grocers sell automobile tires and accessories? These are questions which many grocers have answered in the affirmative. Are they better grocers for having added these items? The survey answers these questions again with "Yes and no." One man's sugar is another man's dynamite.

And why shouldn't the garage and filling station sell drinks, hot dogs, sandwiches and canned groceries? Why shouldn't the drug store sell packaged meat, crackers and jam? Why shouldn't the butcher sell fish, delicatessen, canned meats and all canned goods? Why shouldn't the hardware store sell soap, cleaning powders, soda?

Fort Worth West Texas

The Choicest Part of the

Texas ★ Market

through

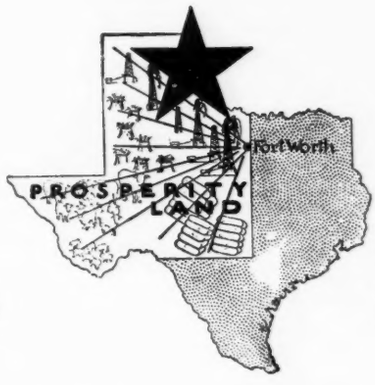
THE STAR-TELEGRAM
Record-Telegram

Circulation now over 125,000

DAILY OR SUNDAY

Covering more than 1,100 towns

A 10-TO-1 BUY FOR THE ADVERTISING DOLLAR



OIL
LIVESTOCK
COTTON
GRAIN

FORT WORTH, WEST TEXAS—

The people who buy this circulation have the buying habit—the buying power—and they have influence

POPULATION OVER 2,000,000
96% NATIVE WHITE BORN

FORT WORTH STAR-TELEGRAM
Fort Worth Record-Telegram

JUST A NEWSPAPER

Largest Circulation in Texas

AMON G. CARTER, President and Publisher
A. L. SHUMAN, Vice-President and Adv. Director

Charter Member Audit Bureau of Circulations

The only way these questions will be answered is by asking another, "Is the grocer efficient?" If the grocer, wholesaler or retailer, chain or independent, is really efficient, then he may possibly be able to sell anything. If he is inefficient, the probability is that adding to his line ships and sealing wax, cabbages and kings will do him no good.

On the question of brands the research will probably give a more definite answer. Because branding and advertising have proved effective for many manufacturers does that mean that it will be generally effective for distributors? Does that mean, necessarily, that the indiscriminate proliferation of brands and advertising campaigns is good—for anybody?

Assumes Weird Disguises

Is the multiplication of brands the cause or effect of "small-order" buying? "Hand-to-mouth" buying is a good example of how increasing competition assumes weird disguises and how easily the average business man is fooled by false whiskers and blue glasses. Are small orders the cause of more frequent calls by salesmen, or the effect? Can the survey answer this question? Can anybody answer it?

It has been estimated that the average order received by wholesale grocers has decreased by 20 to 25 per cent in the last five or six years and that 35 to 45 per cent of all orders are for less than $10 and can be filled only at a loss. Some forms of small-order buying are undoubtedly pestiferous. They suck out the blood of profits from a wholesaler—and they should be swatted. But to consider all small-order buying as mosquito buying is absurd and will get the wholesaler and manufacturer nowhere. A sound economic habit—so far as it is sound—cannot be swatted out of existence.

Here are all these forms of competition and the innumerable disguises which each form assumes—what are the modern methods of meeting competition? Perhaps I am becoming old-fashioned—but it is getting harder and harder for me to recognize a modern method even when I'm staring it straight in the face. Do you remember when mail-order selling was a modern method—which cut out the middleman, cut the costs of distribution and solved all the problems of merchandising? Is it more modern, then, for the mail-order houses to open chains of retail stores as they have done in the last two or three years?

That is one of a number of reasons why it isn't really due to lack of sympathy or progressiveness that I am suspicious whenever somebody announces some new merchandising plan which will cut distribution costs and will eliminate the middleman. These twelve-cylinder, alternating, double-deck, gyroscopic, amphibian, chrome-plated gadgets too often turn out to be nothing but some old one-hoss shay dressed up. I'm not saying that there can be no new merchandising method—but I do say that it is more likely that progress in distribution will be made by improving and increasing the efficiency of existing methods—and perhaps of methods which have existed as long as distribution itself.

It is interesting to note how the growing number of chains, their increasing size and the invasion of each other's territories, is affecting them. The chains seem to be just as human under the stress of competition as the old-fashioned corner grocer. The chains, which have cut operating costs by eliminating service, offer service to hold their trade; the chains, which know to a thousandth of a cent what their profits ought to be on each item, go in for hot and heavy price wars. What will happen when every grocery store is either one of a chain system or of a cooperative organization? Will competition cease or will it become fiercer? Will it become more rational? It isn't enough for the grocer to "know his onions"—he shouldn't weep while he is peeling them.

"Mass Distribution"

We are told that what we need is "mass distribution"—that just as mass production has transformed manufacturing through efficiency, so can distribution be transformed. There is a lot of static in this idea. It is very confusing to make mass production synonymous with efficient production—efficiency is not necessarily the result of mass operation. It may be, and often is, but the truth is that mass production and production efficiency happened to come into industry about the same time. In fact, it is just as accurate to say that efficient methods made mass production possible as to say that mass production has made for efficiency. A large but inefficient factory would probably not last longer than a small but efficient one.

The secret of the present high degree of efficiency of American production is not, therefore, the brute power of size, but the modern methods of control and management. And in them is the only hope for meeting competition and for putting distribution on the same basis of production. Mass distribution is already being made more possible by the increasing efficiency of the operations—and as this efficiency increases, so will mass distribution become stronger and more economical. The reduction of distribution costs will be effected more by increasing the efficiency of present methods than by torturing them into forms which appear new or can be talked up as being new.

The control and management of distribution processes has not kept pace with the control and management of production—and it will not achieve that point until we adapt to distribution the principles which have revolutionized production methods and made them the basis for our new economic system.

Methods of Control

So far, those concerned with distribution have not taken any too kindly to modern methods of control and management. They have distasteful visions of tons of cards and yards of charts and long rows of clerks and continuous reports to fill out. Many retailers, for instance, give up the simplest accounting system after a few weeks. It is true that many control systems used in distribution are complex and take too much clerical work and time. But such systems have been tried out in factories and been simplified and improved, as in the case of the new dynamic graphic control devices. These are so simple that they can be operated by any girl and the executive can at a glance or two keep in touch with every vital fact and be warned automatically when any operation is approaching the danger point.

What modern management has done and is doing for production, it can do for distribution through scientific analyses of operations, cost studies, elimination of waste motion, scheduling and automatic and continuous control. After all, the technical symphony of a big, modern automobile assembly line is much more difficult to conduct than most distribution machinery. In the scheduling of production very frequently raw and semi-finished materials come from innumerable sources, and a machine may be assembled from thousands of parts, each representing scores of operations, which must travel so that they reach the assembly line at the right time and place. And the same fundamental principles which underlie the control of the plant can be the basis of control of a wholesale business, for instance. There, and there only, is the real modern method of competition—the continuous, energetic and efficient application of knowledge.

Competition begins at home. More victories can be won in business competition by cutting costs and increasing efficiency than by cutting prices and

increasing sales. Let your competitor cut prices below cost if he wants to—how long can he keep it up, if your costs are lower?

But how about defeat in competition? It is reported by those who have been conducting the survey that, on an average, one grocery store goes out of business every day in Louisville. The loss to the creditors is obvious—but what about the loss to the community? And are all these defeats necessary? Of course, many go into business who are not adapted to it—and some just do not have the luck. But the whole attitude of the business world towards failures is one of indifference—except, of course, of the creditors. The loss due to business failure far exceeds the total excess of liabilities over assets—every going business is a community investment—and every failure is a loss of that investment. There is hope that we are beginning to understand our obligations to the worthy business which is not succeeding. We are beginning to understand that the treatment of worthy failures should be rehabilitation, not liquidation. Some day we may even go further and work out and apply principles of what might be called commercial hygiene—the prevention of business sickness and failure. We have fire prevention, we have disease prevention, flood prevention—why not have failure prevention?

Too Warlike

That, too, is implicit in the findings of the survey. And the day may come when we shall glory more in the success of a competitor than in putting him out of business. We get a little too much kick out of economic bloodshed—kick which we should be getting out of the constructive, creative side of business. We show too much of a tendency to worship competition for its own sake.

The problem of how to meet competition—what each business has to do about it—is of little vital importance compared with the far greater problem of what society should do about competition. We are paying too high a price for it. Competition, we are told, is the life of trade—but too fast living means death. Competition, up to a certain point, stimulates distribution, develops new wants and the means of filling them, cuts costs, increases efficiency. But beyond that point, competition does just the opposite. Perhaps this survey will help us find that point for the grocery industry.

Gentlemen, in this gathering, here and now, is the modern method of meeting competition.

And Now—

RADIO BROADCAST RATES!

In tempo with the times, STANDARD RATE & DATA SERVICE announces a Radio Station Section.

Naturally, this section will embody the same completeness and accuracy on radio broadcast advertising rates that characterize the information on newspapers, farm papers, magazines and business papers in the present Service.

March, 1929, is the first issue of the Radio Station Section.

STANDARD RATE & DATA SERVICE

If you are not familiar with the time- and money-saving possibilities of this Service in your advertising dept., here is an opportunity to "see for yourself." ↘

Special 30-Day Approval Order

....., 192....

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

You may send us—prepaid—the current number of Standard Rate & Data Service, together with all bulletins since it was issued, which we are to have the privilege of using 30 days. The cost is $30.00 a year (Canada and foreign, $35.00).

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. The service is to be maintained by bulletins issued every other day. (S.M.)

Firm Name .....

Street Address .....

City ..... State .....

Signed by ..... Position .....

They DEMAND THIS Advertising

BIG advertisers—Roebling, Southern Pacific, General Electric Wiring System, Kawneer, and hundreds of others—know the ever-present "inside" value of Listo Pencils as a tie-up advertising medium.

Your name, trade-mark or advertising message up to five lines, imprinted free on Listo, enters every closed door—stays at the prospect or customer's finger tips daily—finds him appreciative! Receptive.

Color combinations to harmonize with your advertising.



ROEBLING says of

LISTO PENCILS

"During the past two years we have obtained from you a quantity of Listo Pencils bearing our special Monogram for distribution among our valued customers.

"We find this to be a very suitable means of keeping our name before the users of our products. Your pencil is a durable one, is appreciated by the trade and our principal difficulty is meeting the demand without exceeding our budget for this type of advertising.

"Yours very truly,

"JOHN A. ROEBLING'S SONS CO. OF CAL."

FREE to executives

Your name and title on your letterhead will bring a Listo free, with your name imprinted thereon. Address Dept. B.

Listo Pencil Corporation

Alameda, California

"FAVORITE OF A MILLION USERS"

Supreme Court to Define Rights of Local and National Brands

(*Continued from page* 494)

ing nature of its ultimatum did the Ohio Supreme Court serve notice upon salesdom that a day of reckoning was at hand. The judges took the position that Section 16 of the U. S. Trade-Mark Act of 1905 gives a trade-mark owner protection all over the United States in interstate commerce. Substantially, this seems to place trade-marks and patents on a similar basis as regards monopoly. Specifically, the highest court in Ohio said: "The rights of the registrant of a trade-mark are not limited to the territory where his trade in the commodity covered by the trade-mark is established but extend throughout the states regardless of the actual extension of trade."

Petitioned Supreme Court

This jolt to the assumption, with which so many private branders had soothed themselves, induced the United States Printing and Lithograph Company to petition for review by the Supreme Court of the United States. It is rare indeed that the tribunal from which, as the lawyer said, "there is no appeal except to God," will concern itself with trade-mark matters, except when a Constitutional question is involved. Counsel urged that for all that the U. S. Supreme Court has decided how trade-mark rights are created and what the powers of Congress over these rights are, it has never heretofore had before it the specific question as to whether the nation's basic trade-mark law extends the trade-mark rights of a registrant into states in advance of the extension of the trade therein.

On this showing, the court of last resort has agreed to establish a precedent for the guidance of the lower courts in disposing of all contests between local native brands and national brands that are progressing to continent-wide distribution by sections.

The "Home" decision, when it comes, will stand as the climax of a trilogy of pace-setting expressions by the U. S. Supreme Court. The first, in point of time, of this trio was the famous "Tea Rose" case,—the contest between Hanover Star Milling Company and Melcalf. The second was the memorable case of United Drug Company versus Rectanus Company in which it was emphasized that property in trade-marks and the right to their exclusive use rest upon the laws of the several states.

In both of these earlier decisions the Supreme Court gave a considerable amount of comfort to the forces which contend that a trade-mark cannot outrun the goods it identifies and especially cannot as an alien freeze out the local brand that ranks as the oldest inhabitant. The reservations expressed in the first two decisions of the series were doubtless responsible for bringing about the present crucial test. The present issue differs radically, however, from both its predecessors.

The "Tea Rose" case, the first of the trio which has made a burning issue of "territorial rights" in trade marks, was decided solely according to common law principles of general application. None of the parties had registered the trade-mark in question under any act of Congress or under the laws of any state. The Rectanus case was little more conclusive because the interpretation of the common law was mainly at stake, the only registration involved having been made under the Trade-Mark Act of 1881 which has since been superseded by the Act of 1905. Thus only with the "Home" case do we get an appraisal of what Federal registration may do for an aspiring or potential national brand.

Far-Reaching Effect

If the U. S. Supreme Court answers the prickly question one way, sales managers may have to revise their whole marketing strategy under brand. Try-out campaigns in limited territory will be perilous. Brand exploiters who aspire to go national, but lack the resources for complete coverage, will be under the necessity of setting up at least a skeleton distribution throughout the country in order to hold off local claim jumpers. And, most disquieting of all, no sales manager will dare adopt a new brand without a preliminary search, not merely of the trade-mark registration file at Washington, but of all local markets that might harbor private brands which would rise to plague the parallel national brand when it reached his boundaries. An opposite decision will render the future correspondingly precarious for owners of private brands or marks confined to intrastate commerce.

The Climalene Company, Canton, Ohio, has acquired the assets of the Sierra Chemical Company of Chicago.

Business Indices

Although credit conditions continue to receive more attention than any other factor in the business situation, there is very little evidence that high rates are exercising a restraining influence, either practically or sentimentally. From almost every quarter come reports of satisfactory activity, notably from the automobile plants and the steel mills. The bank figures indicate a very high level of total transactions. Of like significance is the railroad freight record which in the week ended February 16 surpassed that of the corresponding weeks in the previous three years. Commodity prices recovered smartly from a recent sagging tendency.

Total Transactions

Bank figures for the week ended February 22 were thrown out of line for comparative purposes by the Washington's birthday holiday. Debits against individual accounts, for example, amounting to $20,111,132,000, were 56.6 per cent more than those of the five-day week last year with substantial increases in all districts.

Movement of Goods

Railroad freight in the week ended February 16 filled 958,051 cars, 69,465 more than 1928 and 3,257 more than in 1927. Compared with 1926, the increase was 25,770. Very large coal shipments continued to be a prominent feature of the gains, but all classifications were up over last year except livestock, merchandise and forest products.

Margin of Profit

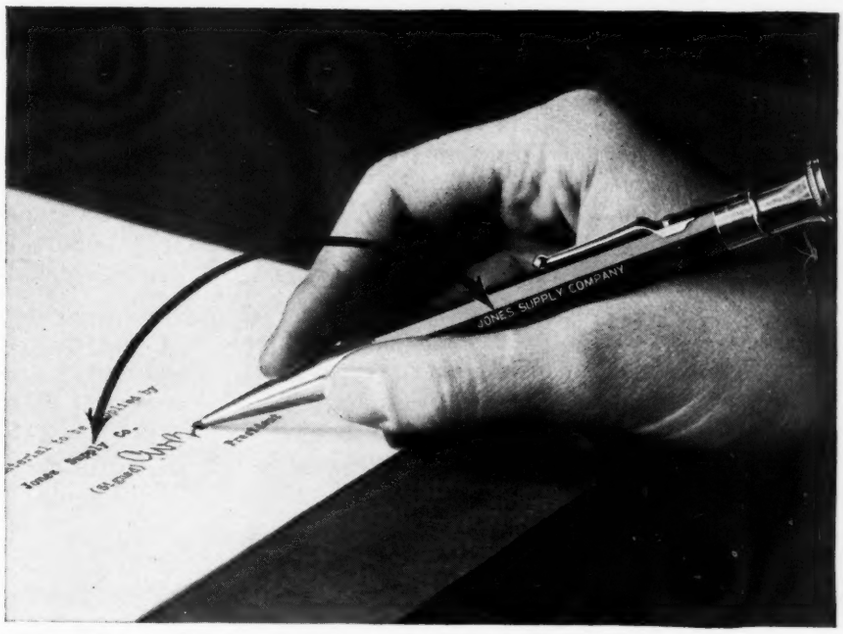
Commodity prices advanced sharply, the Irving Fisher index rising from 97.4 to 98.

Credit Conditions

Money continued tight in all markets. The call rate ruled at from 7 to 9, time loans at 7¾ and commercial paper at 5¾ to 6.

1928 Lineage in Spokane

Total advertising in the Spokane *Spokesman Review and Chronicle* for 1928 amounted to 21,025,580 lines, compared with 20,229,307 in 1927, a gain of close to 4 per cent. National lineage increased 475,193, no less than 12.6 per cent. These figures were omitted from the SALES MANAGEMENT compilation of advertising for the year in the larger cities.



Keep your name before the man who signs the orders

Sell the man who says "Yes"

THE man who makes the decisions—who places the orders—is the man to advertise to.

No matter what his title, there is *one* person who says "Yes"—and he's the man to sell.

Your salesman cannot be with him ALL the time. But your advertisement can.

Free Offer to Executives

Have your salesmen take your best customers and prospects an attractive Autopoint Pencil, stamped imperishably with your ad—your name, slogan, etc. "The pencil of big business."

Everyone who gets an Autopoint admires it—likes to write with it. No Autopoint ever hit a wastebasket—most "ads" do.

When orders are signed, *your* Autopoint is there to remind. Often it writes the actual order to your firm that helps to "pay out" on this kind of advertising.

Autopoint is the pencil of big business—and it brings big business to those who use it.

OFFER TO EXECUTIVES ONLY: Send for attractive sample Autopoint and full particulars of proved business-building methods; prices, etc., FREE.



Oversize Model $1.00

3 Big Features

1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
2 Bakelite barrel, beautiful onyx-like, lightweight material.
3 Perfect balance—not "top-heavy."

Attach business card or letterhead — *For Executives Only*

AUTOPOINT COMPANY
4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name.....

Firm.....

Title.....

Address.....

SM 3-2-29

Autopoint

The "Better Pencil" — *Made of Bakelite*

AUTOPOINT COMPANY
4619 Ravenswood Ave. Chicago, Ill.

"We—"

FORESEEING STYLES: Ralph Abercrombie, manager of the broad silk department of Cheney Brothers, foresees the time when styles may be settled at round table conferences between representative manufacturers and retailers. He does not mean that these conferees will set up as arbiters of fashion. He belongs rather to the enlightened school that sees spontaneous trends in popular tastes, evidence of which can be discerned far in advance of full development. Mr. Abercrombie includes the retailer in the picture as logically the best witness to the consumer's needs and desires, and eventually likely to get full recognition as adviser. Meanwhile, however, the manufacturer must depend on his own vigilance in watching for signs of impending change, and guiding his production accordingly. Contrary to a widely held opinion that taste is capricious, Mr. Abercrombie believes that careful research can discover early indications of changing preferences and so eliminate a source of serious losses. The suggestion is not unfamiliar. Much has been said in recent months about style experts among large retailers as well as manufacturers. The experts have come into being with growing appreciation of the great part which fashion plays in most modern selling plans. The new note in Mr. Abercrombie's observations is the emphasis he puts on traceable origins of shifts long before the public in general is fully aware of what is going on. Labor and money are frequently wasted in efforts to direct the current of popular desires. In such cases failure is due, not so much to bad guesses, as to a misconception of human psychology, growing out of the observation that people, like sheep, are inclined to follow a leader. Inferences drawn from this phenomenon err when they take for granted that any leadership will be followed. The job of the farseeing manufacturer, if he is to keep off wrong tracks, is to identify natural leadership in its incipiency. It is artificial leadership that moves too often to the precipices of disaster.

HELP FOR THE RETAILER: There are hopeful signs for the independent retailer in the growing practical interest displayed in his affairs by the distributors. He has been showered with advice to make the most of his opportunities for special service to his customers. He has been urged to hold fast to faith in his calling in spite of the encroaching chains. He has been reminded that he is still in the proud position of being the main reliance of producers. But in talk of this kind there is little nourishment. What the retailers needed was cooperation, the benefits of wide experience in merchandising and selling goods. The chain has all this. It makes its numerous outlets pay on the whole because mainly of their intimate relation to its work as a wholesaler, a fact that is lost sight of in lamentation over the inroads which the chain is making among the jobbing ranks. As a matter of fact the chain has glorified the value of the wholesale function by absorbing it and using it to the utmost advantage. The independent retailer who is treated by the wholesalers merely as a customer is thrown on his own narrow resources and outlook, lacking the best part of the equipment that makes the chain stores effective. If he is to have a reasonable chance he must be made a coherent part of the whole machinery of distribution of which his customer, the ultimate consumer, is the objective. In some cases definite organizations have been perfected under which large groups of retailers have been brought together in union with wholesalers in reciprocal relationships. The effort here is to preserve independence among units while providing strength by giving effect to mutuality of interest and obligation. General recognition of the principle and change of practice in accordance therewith should go a long way toward establishing scattered retailing on a firm footing and so strengthening the position of the wholesaler. Those who fail to see the need for changed methods of doing business, says Alvin E. Dodd, mouthpiece of the wholesale Dry Goods Institute, will have a difficult time surviving beyond the next three years.

SALESMANSHIP IN HIGH PLACES: The Prince of Wales is evidently a salesman of parts as well as an advertiser of no mean ability. He won the title of "the Empire's Greatest Salesman" in the role of advance agent, traveling throughout the empire as a royal ambassador of good will for the United Kingdom and its industries. Lately he has been confirming his claim to that title by telling the home merchants how they lose sales by failing to consult the habits and idiosyncrasies of their possible customers; and the chorus of approval that has greeted his remarks sounds like the echo of a palpable hit rather than the emotional response of loyal subjects. The idea is not strikingly original. It is to be found in another form in the legends of the Black Hole of Calcutta seventy-two years ago. It has been flaunted in stories of ignorant trade defiance of local taboos in the use of colors, materials, and shapes. The prince has merely used his exalted position as a medium through which to give the widest currency and effect to a homely rule of commerce that has been honored in the breach in spite of admonition less auspiciously heralded than his. The peculiar timeliness of his remarks adds, also, to their scope, a fact which will not fail of attention in this country. For while the prince was addressing himself to what he himself had seen of foreign British trade, his criticism is pertinent to our own increasing understanding of the consumer's importance as a pilot to production. Everything he said may be boiled down to the sentence, Know the final market for your goods and make what the people want rather than what you think they can be made to want, which is the key to modern successful production in every line. We need no witness of alien customs to bring this lesson home. But some things even a prince can help a democracy to fully realize.

BANQUET

THE American Weekly's domination of seventeen juicy major American markets is only the hors d'oeuvres of the greatest circulation banquet in the history of advertising!

Here's another course:

Large satisfying portions of influence in 485 of the nation's 784 succulent marketing morsels of 10,000 population and over.

In each of 153 cities the American Weekly reaches one out of every two families.

In another 119 cities, it reaches from 40 to 50%

In an additional 108 cities it reaches from 30 to 40%

In 105 more cities it reaches from 20 to 30%

And another course:

Rich, savory circulation—about 2,000,000, by the way—in thousands of other well fed, prosperity-fattened communities!

A national total circulation of 5,646,898—nice food for dividends!

THE AMERICAN WEEKLY
Greatest Circulation in the World

Main Office: 9 East 40th Street, New York City

BRANCH OFFICES:

222 Monadnock Bldg. San Francisco
5 Winthrop Square Boston
753 Bonnie Brae Los Angeles
1138 Hanna Bldg. Cleveland
Wrigley Building Chicago
101 Marietta Street Atlanta
12-231 General Motor Bldg. Detroit

Some Tested Plans for Introducing Proprietary Products in Britain

(*Continued from page* 498)

returned these unopened with a sharp reminder that they did not wish unsolicited goods; while others who displayed and sold part of the goods failed to send in sales sheets. The accounts department was in a perfect muddle, being totally unable to keep a record that reflected the progress of sales.

The advertising campaign naturally failed because so many dealers had refused to stock, and a large proportion of the money spent on display matter was lost totally because the showcards remained in their original wrappers in the cellars of retailers. Expenses were piled up by employing investigators to tour the country to trace the missing packages and to collect accounts for goods sold. Add to these losses interest on manufacturing costs, etc., and the loss of good will, and the tragedy of the old Vinolia Company is easily understood.

For Only High-Priced Lines

The only goods which may be successfully marketed on this basis are high-priced lines retailed through chemists and chain stores. The best method in such cases is to work through a first-class distributing house whose travelers, well known to the trade, will supply a list of reputable traders prepared to handle the specific line on sale or return.

Marketing Through Distributing Houses. This method has safety, if nothing else, behind it. In the trades I have named, viz., branded foodstuffs, patent medicines and toilet goods, it has to be remembered that the large distributing agencies carry a wide range of goods and their power to effect rapid and fairly complete distribution for a new line is thereby limited. The most powerful incentive to them is a high rate of commission and the line that brings in 33 1-3 per cent is sure to be pushed harder than —(and, if necessary, to the exclusion of)—the goods that return only 20 per cent because their salesmen are paid on a pro rata basis. Where the manufactured goods are sent into this country and it is thought advisable to employ a distributing agent, some care should be exercised in the selection.

It is always dangerous to generalize, but in the markets under review it will be found better to use a small house with a limited number of lines than a large house with a wide range. Paradoxical, but true, if only for the reason that the traveler with a few lines can devote more time to your effective sales-talk than one with many lines. By its very nature, however, the distributing house method of marketing is both slow and costly, even if there is no risk.

Selling Direct to the Retailer Through Own Sales Forces. This is undoubtedly the quickest, most satisfactory and least expensive method of securing nation-wide distribution if the right personnel has been chosen. It has further advantages in that:

(1) The manufacturer obtains first-hand area investigations.

(2) The advertising, national and local, can be definitely and easily tied up with distribution.

(3) It can be used to get the wholesale houses to row-in with the manufacturer on reasonably low terms.

The last is an important item in this country, where there are still many retailers who will only order from salesmen on the understanding that the consignment comes through a particular wholesaler. The terms allowed the wholesaler on such orders are naturally less than in those cases where the wholesaler's travelers secure the orders direct.

Personal Equation Important

The personal equation is incalculable when putting a new line on the English market, and by the judicious selection of trained salesmen the sales executive will do more to build up a substantial good will in a short period than by any other method or combination of methods. The manufacturer who employs his own sales forces has gone more than half-way to winning the confidence of the average English retailer in the quality of his lines.

How best to distribute these sales forces? This will depend on the time limit set to obtain adequate distribution to justify launching the advertising campaign. There are few territories in the world so easy to cover as Great Britain in a short space of time. The density of population in the industrial areas, the splendid railway facilities, the short distances between large marketing areas and the fine roads for rapid motor transport all contribute to this end. For a lightning distribution campaign, six teams of twenty men each are capable of covering industrial England, Scotland and Wales in six weeks, working five days per week.

This would result, at the rate of ten calls a day—in interviewing 36,000 dealers, a rather low estimate for the grocery trade, in which there is a high proportion of chain concerns, and more than sufficient to cover the drug or toilet trades. Including traveling expenses and salaries, the cost of such a campaign would not exceed £5,000, a low figure on which to obtain a grip on a consumer population of over 40,000,000. Compared with such methods as sending complimentary packages or on "sale or return" parcels, it is much more effective and not much more costly.

To Obtain Complete Hold

If, however, the policy of the manufacturer is to obtain as complete a hold on the market as possible, the lightning campaign should be turned down in favor of sectionalized campaigns run by a sales team of specially trained men under a marketing expert. The best example I know of in recent years of this method is Aspro, probably the best seller in the proprietary medicine line today. Four years ago, when it was decided to market Aspro in Great Britain, the company decided on a thorough try-out campaign in Yorkshire, with Leeds as headquarters. The county was "combed out" completely by expert salesmen; every chemist received mailing matter, display material and visits from the area sales manager and his staff. The fullest use was made of the Yorkshire press, dailies and weeklies. No medium was too insignificant to employ if only it circulated in an area where one or more dealers might be urged to stock Aspro. The success of this bold and at first costly method of introducing a proprietary medicine was established within a month and Aspro became an every-day demand throughout the territory. Thus emboldened, the proprietors duplicated these efforts in every county, taking care while breaking new ground to hold that already won. The process was slow but decidedly sure. Within a year or so Aspro had as complete a distribution as could be wished for, and only then did the proprietors embark on a really national advertising campaign.

Great Britain is an ideal market for the national advertiser. While one morning daily has a circulation of 2,000,000, several other dailies, morning and evening, have circulations of just under and over the million, while the weeklies run from 500,000 to over 3,000,000. Further, many of these

papers have provincial printing offices in Manchester, Leeds or Glasgow, in addition to London, and thus ensure almost complete coverage.

The distribution gained by Aspro in the early days by the laborious "combing-out" methods described above has been more than maintained through national advertising lasting over three years. Having secured the display and sale of their product in the 12,000 chemist shops and having created a continuous demand for it by one of the most persistent and clever advertising campaigns ever known in this country, the Australian proprietors decided on a still bolder step. They announced that in future Aspro would be sold through grocers as well as chemists and to entice grocers to stock they offered to pay the fee of 10 per cent for the patent medicine license which every vender must take out annually. The courage behind this move will be best estimated by the fact that there are more than 100,000 grocers in Great Britain, all aware that Aspro was a best seller and therefore likely to accept an offer which would bring them further trade. Further, the new move, it was known, would antagonize a large proportion of chemists.

Chemists Protest

The retail Chemists' Defense Union protested against Aspro's new marketing channels and its members exhibited warnings on their shop fronts and doors telling the public that Aspro was only a branded name for acetylsalicylic acid and inviting them to purchase the latter in place of Aspro. The setback thus received did not deter the firm from pursuing the new policy and already the chemist has been made to see the folly of refusing to stock a line for which an almost universal demand had been created.

The argument behind this new move of Aspro is the elementary one that where a great demand is in existence supplies should be available at every strategic point. Allowing 12,000 chemists 30 customers a day, out of which five only were prospects for Aspro, the maximum sales to be expected were 60,000. But assuming 30,000 grocers to take advantage of the free license, and allowing the same number of customers per day and the same ratio of prospects, the sales might easily exceed 150,000, without adding to the national advertising appropriation.

Considering that Aspro advertising reached a minimum number of 10,000,000 readers per week—again a low figure—the chances were worth accepting and risking.

Genuine Engraved *business cards_ open closed doors_*



IT costs two dollars or more to place your salesman in the waiting room of an average prospect. And his chance of getting on the right side of that closed door may hinge upon the impression conveyed by a calling card! Make your cards say "This man *must* be seen!" You'll find *genuine engraving* a big help. And the cost, only a trifle more. In buying, look for the identifying symbol pictured below. This mark, affixed to the material, is your positive assurance of *Genuine Engraving.*

ENGRAVED
REG. U.S. PAT. OFF.

ENGRAVED STATIONERY MANUFACTURERS ASSOCIATION



THE DAILY HERALD
Herald Building Gulfport Mississippi
Herald Building Biloxi

BIGELOW, KENT, WILLARD & CO., Inc.

Consulting Engineers

Merchandising Counselors

Park Square Building
BOSTON, MASSACHUSETTS

A record of the Proceedings of the Merchandising Conference, held under our auspices at Boston, in August, is available to loan to company officials. A request will place your name on the list to receive a copy, to be returned to us in ten days.

Three-in-One Oil Samples a Nation via Radio

(*Continued from page* 491)

mean to them. An illustration on the address side and a proscenium arch border on the message side carry out the "Three-in-One Theatre" idea on which our programs are based. The card also lists our chain of stations, with wave lengths, announces the time and date, and gives a hint of the program.

We also send a monthly four-page illustrated letter to the jobber trade recounting our advertising and sales promotion efforts. Our radio story is included in this letter along with that of other advertising. The first page is in letterhead style and bears a typewritten letter playing up some timely sales interest. The center spread tells of dealer helps we supply, and of our activities in sampling, circularizing, street-car advertising, magazine advertising and radio schedules.

Have No Sales Force

We do not maintain a sales force. Three-in-One has become so firmly established that the natural demand, constantly stimulated by consumer advertising, keeps business coming in automatically by mail. We do have one man, who might be called an ambassador of good will, covering the entire country. He capitalizes our radio activities in the same manner as other forms of advertising.

The advertising should, in my opinion, be as natural and unobtrusive a part of the program as possible, yet it should form an important element. Because its mission is to entertain, our program was planned in the form of a theatrical offering, an arrangement which afforded variety in orchestral and vocal selections and humorous or dramatic sketches. The name, "Three-in-One Theatre," is in itself a direct reference to our product. One of our recent programs, "Lady Macbeth Removes the Spot," is quite typical of how advertising influences can be injected without becoming boresome.

In this program, following the overture, is the opening announcement of "Good evening, ladies and gentlemen. The Three-in-One Theatre has opened its program, which is sponsored each Tuesday evening by the Three-in-One Oil Company, makers of the famous high-quality oil sold in handy cans and bottles. We present now Polly Shine and her brother, Sammy Shine, in a duet entitled—"

Then comes an orchestral selection, introduced by "The Three-in-One Theatre next presents its orchestra with—." This is followed by one or two numbers by the vocal trio, introduced as the "Three Oily Boids." Our "Three Oily Boids" trio have been named Polly Shine, Rustless Rudolph and Oliver Oilright, to characterize the three purposes of Three-in-One Oil—polishing, rust-prevention and lubrication.

Our weekly dramatic sketch, "Embarrassing Moments in History," a humorous parody on some famous event, follows. The Macbeth plot, for instance, follows Shakespeare's, humorously ending by Banquo's Ghost coming in with a can of Three-in-One Oil to remove a wet spot from Macbeth's escutcheon where Lady Macbeth had spilled tea, thereby saving Lady Macbeth's life and avenging Banquo's murder by dooming Macbeth to keep his wife.

A poem is read from those submitted by the radio audience in response to our solicitations to listeners to send in poems or jokes pertaining to Three-in-One.

The program is closed by the ensemble singing our regular song, "She Knows Her Oil."

"Ben Hur Wins by a Hair"

One of our most popular programs was the one presenting "Ben Hur Wins by a Hair." The idea for this program was the broadcasting Ben Hur's chariot race, in burlesque of the inimitable Graham McNamee's highly excitable style, in which every minute detail of the race was reported with quite a startling mixture of racing, football, prize-fight and election metaphors. After Ben Hur had won the race he was induced to say a few words over the "Mike." Breathing heavily, he said, "Hello, Mamma. Hello, Papa. I guess now you're glad I didn't become a bond salesman like you wanted me to," and finished by attributing his success in winning by a hair, to Three-in-One scalp treatments which resulted in his having more luxuriant hair than his opponent.

Another popular program was "Columbus Sees America First," in which Columbus, beset by storms and a mutinous crew, throws over kegs of Three-in-One Oil, which calms the sea, so he is not forced to turn back.

In "Pocahontas Gives a Scalp Treatment" we included rather a catchy

poem, a parody on "Hiawatha," which was exceptionally well received. We received a great many requests for copies of the poem.

Our closing announcement, which takes one minute, mentions some of the important or unusual uses for Three-in-One Oil, and offers to send listeners a Dictionary of Uses and a unique token on request.

Todd Lock-Steps Direct Mail with Personal Selling

(*Continued from page* 496)

I. N. Johnson, who was the first salesman to break Mr. Lee's record, made a significant statement in his account of how he did it. He had turned in a list of 200 prospects to be advertised and this is what he said: "The 200 names were the cream of the manufacturing and business people in my territory where I have been working regularly since April 1, 1920. I have never got out of that territory, but often thought it was oversold."

After working eight years in one territory and often thinking that it was oversold, Johnson applied this plan and established a new sales record for Todd salesmen.

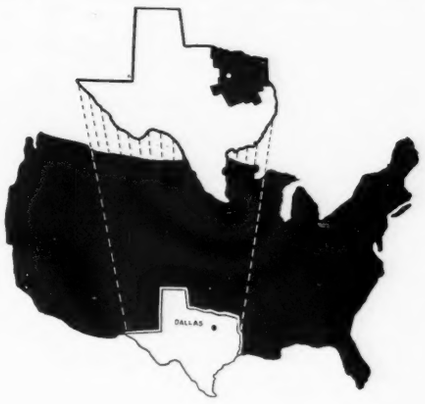
The numerous new records established in 1928 are all concrete proof of the effectiveness of the plan. Better selection of prospects, advertising, and better demonstration made possible by a more definite knowledge of the prospect's needs accounted for the very large percentage of increase in sales.

The Salesman and His "Oats"

(*Continued from page* 488)

as an evolution. First of all, you must open the account. There is no profit, as E. C. Simmons frequently said, in walking by a dealer's front door. Then when you get the account opened, if the dealer is friendly to a competitor, the man from whom he is buying most of his goods, do not expect anything else but a raw deal at his hands. Do not expect the customer to immediately fall into your arms. You are an outsider. Your competitor has all the advantages of good will and friendship. "Now," I would say to our salesmen, "just take your medicine. Take the small insults and kicks, but come up smiling and keep on calling. After a while even the toughest customer will get tired of being mean to you."

(The conclusion to Mr. Norvell's article will appear in next week's SALES MANAGEMENT.)



37 Texas Counties

Here is the Direct Dallas Territory as determined by a canvass of Dallas representatives of national advertisers.

In this area there are over a million and a half people—more than one-fourth of Texas' entire population. A compact market—53 people per square mile, compared with the entire state's average of 20.5.

A unified market with 90,000 telephones, 250,000 automobiles and a well-developed network of highways, railways and airways—nearly all of which lead to Dallas.

Dallas is main distributing center for the entire Southwest, but its area of retail influence is the best market of all.

There is not a county within this area in which any newspaper of any other city equals The News in circulation. The News is the one big outstanding daily of the entire territory.

THE DALLAS MORNING NEWS
THE DALLAS JOURNAL

THE JOHN BUDD CO., *Representatives*

The right product . . . .
markets and competition . . . .
sales methods . . . .
—*and then Advertising*

DORRANCE, SULLIVAN & COMPANY, Inc.
ADVERTISING
130 WEST 42ND STREET, NEW YORK

ASSISTANT SALES MANAGER and SALES PROMOTION MAN

Rapidly growing Western manufacturer of nationally known and advertised products that sell direct but principally through road salesmen needs the services of a man with experience in intensive sales methods and in developing, coaching and training salesmen, preparing appropriate sales literature, etc. An excellent opportunity for a wide-awake, forward-looking young executive. Give age, experience, educational qualifications and ideas of salary. Correspondence confidential. Address Box 301, SALES MANAGEMENT, Graybar Building, 420 Lexington Avenue, New York.

"The Northern Terminal"
The Deep Waterway

REACHING 4 out of 5 HOMES IN CENTRAL ILLINOIS

1st In Peoria
-IN NEWS, CIRCULATION, ADVERTISING

THE PEORIA JOURNAL-TRANSCRIPT
PEORIA, ILL.

Write For Facts On This Rich Market

January Newspaper Lineage Figures for Forty-five Cities

In the forty-five cities listed below, thirty-six show a gain in total volume of newspaper advertising during January, 1929, while nine show a loss for January, 1928. Total lineage for January of this year was 142,506,692, as against 137,521,633 for January, 1928, a gain of 4,985,059, 2.8 per cent. Of the 161 papers listed, 106 show gains; 55 losses. Figures are furnished by the Statistical Department of the New York Evening Post, Inc., supplemented by this magazine:

	1929	1928	
New York..	15,932,203	15,508,880	+ 423,323
Chicago	7,517,895	6,944,166	+ 573,729
Philadelphia.	6,584,166	6,443,410	+ 140,756
Detroit	4,873,778	4,521,874	+ 351,904
Cleveland ..	3,564,748	3,492,825	+ 71,923
St. Louis ..	3,645,580	3,398,200	+ 247,380
Boston	5,329,273	5,138,794	+ 190,479
Baltimore ..	3,817,890	3,845,605	— 27,715
Los Angeles.	6,364,652	6,583,598	— 218,946
Buffalo	3,207,079	2,857,259	+ 349,820
San Fran. ..	4,418,017	4,214,593	+ 203,424
Milwaukee .	2,715,634	2,710,880	+ 4,754
Washington .	3,882,788	4,158,783	— 275,995
Cincinnati ..	3,545,728	3,366,286	+ 179,442
New Orleans	3,471,091	3,257,669	+ 213,422
Minneapolis.	2,787,709	2,541,155	+ 246,554
Seattle	2,738,053	2,575,889	+ 162,164
Indianapolis.	2,751,081	2,604,096	+ 146,985
Denver	1,825,310	1,800,193	+ 25,117
Providence .	2,575,407	2,357,903	+ 217,504
Columbus ..	3,084,333	3,086,373	— 2,040
Louisville ..	2,913,152	2,732,000	+ 181,152
St. Paul ...	2,223,340	2,062,074	+ 161,266
Oakland ...	2,142,070	2,053,576	+ 88,494
Omaha	1,330,011	1,460,256	— 130,245
Birmingham.	2,506,224	2,406,502	+ 99,722
Richmond ..	1,696,786	1,932,850	— 236,064
Dayton	2,327,444	2,404,738	— 77,294
Houston ...	2,731,344	2,731,190	+ 154
Des Moines.	1,447,368	1,328,282	+ 119,086
Albany	144,204	151,299	— 7,095
Atlanta	2,723,406	2,606,856	+ 116,550
Bridgeport ..	1,994,066	1,809,090	+ 184,976
Fort Worth.	1,637,342	1,563,212	+ 74,130
Grand Rap..	1,812,076	2,005,766	— 193,690
Kansas City.	2,819,210	2,607,590	+ 211,620
Memphis ...	2,398,809	2,357,222	+ 41,587
Newark	1,720,676	1,521,396	+ 199,280
Okla. City ..	2,016,406	1,826,132	+ 190,274
Portland ...	179,635	173,643	+ 5,992
Rochester ..	3,263,265	3,227,644	+ 35,621
Salt Lake Cy	1,754,774	1,643,404	+ 111,370
Spokane ...	1,904,052	1,679,517	+ 224,535
Toledo	2,538,202	2,414,652	+ 123,550
Worcester ..	1,650,415	1,414,311	+ 236,104
	142,506,692	137,521,633	+4,985,059

NEW YORK

	1929	1928	
American	1,029,552	1,154,132	—124,580
Bronx Home News	431,043	449,836	— 18,793
Herald Trib. ..	1,820,810	1,732,378	+ 88,432
Times	2,737,268	2,600,688	+136,580
World	1,214,492	1,293,588	— 65,736
*Mirror (tab)..	182,270	255,012	— 72,742
News (tab) ...	919,282	796,548	+122,734
*Eve Graphic...	288,318	236,964	+ 51,354
*Eve Journal...	1,212,816	1,130,428	+ 82,388
*Eve Post	633,676	553,332	+ 80,344
*Eve World ...	874,220	855,204	+ 19,016
*Sun	1,596,194	1,461,910	+134,284
*Telegram	524,022	519,334	+ 4,688
Bklyn Eagle	1,400,352	1,410,142	— 9,790
Bklyn Times ..	526,412	554,852	— 28,440
Standard Union.	541,476	504,532	+ 36,944
Totals	15,932,203	15,508,880	+423,323

CHICAGO

	1929	1928	
*Daily News .	1,672,134	1,611,345	+ 60,789
Tribune	2,602,878	2,433,180	+169,698
Herald-Exam. ..	1,202,304	1,027,185	+175,119
*Post	504,831	483,027	+ 21,804
*American	1,177,983	1,037,856	+140,127
*Journal	357,765	351,573	+ 6,192
Totals	7,517,895	6,944,166	+573,729

PHILADELPHIA

	1929	1928	
Inquirer	1,464,695	1,524,030	— 59,335
Record	757,971	752,855	+ 5,116
Ledger	1,110,423	1,170,384	— 59,961
*Eve Ledger ..	1,115,976	1,127,647	— 11,671
*Bulletin	1,579,381	1,426,959	+152,422
*News	555,720	441,535	+114,185
Totals	6,584,166	6,443,410	+140,756

DETROIT

	1929	1928	
News	2,440,004	2,152,080	+287,924
Times	1,195,768	1,099,546	+ 96,222
Free Press	1,238,006	1,270,248	— 32,242
Totals	4,873,778	4,521,874	+351,904

CLEVELAND

	1929	1928	
Plain Dealer ..	1,371,584	1,345,950	+ 25,634
News-Leader ...	968,924	1,057,875	— 88,951
*Press	1,224,240	1,089,000	+135,240
Totals	3,564,748	3,492,825	+ 71,923

ST. LOUIS

	1929	1928	
Post-Dispatch ..	1,676,080	1,649,200	+ 26,880
Globe-Dem.	1,077,300	1,029,600	+ 47,700
*Star	592,500	464,400	+128,100
Times	299,700	255,000	+ 44,700
Totals	3,645,580	3,398,200	+247,380

BOSTON

	1929	1928	
Herald	1,394,876	1,310,451	+ 84,425
Globe	1,323,901	1,332,481	— 8,580
Post	1,161,536	1,054,698	+106,838
Advertiser	329,825	350,533	— 20,708
*American	417,746	464,990	— 47,244
Transcript	701,389	625,641	+ 75,748
Totals	5,329,273	5,138,794	+190,479

BALTIMORE

	1929	1928	
Sun	1,261,151	1,232,550	+ 28,601
*Eve Sun	1,415,329	1,275,354	+139,975
American	154,375	399,558	—245,183
*News	656,110	645,662	+ 10,448
*Post	330,925	292,481	+ 38,444
Totals	3,817,890	3,845,605	— 27,715

LOS ANGELES

	1929	1928	
Times	1,953,364	2,067,058	—113,694
Examiner	1,705,592	1,811,096	—105,504
*Express	731,920	776,972	— 45,052
*Herald	1,292,116	1,305,696	— 13,580
*Record	385,490	401,100	— 15,610
News (tab) ...	296,170	221,676	+ 74,494
Totals	6,364,652	6,583,598	—218,946

BUFFALO

	1929	1928	
Courier-Express .	945,626	783,526	+162,100
Times	1,036,231	963,095	+ 73,136
*News	1,225,222	1,110,638	+114,584
Totals	3,207,079	2,857,259	+349,820

SAN FRANCISCO

	1929	1928	
Chronicle	983,304	950,516	+ 32,788
Examiner	1,392,897	1,478,433	— 85,536
Bulletin	661,976	538,902	+123,074
*Call	772,912	685,944	+ 86,968
*News	606,928	560,798	+ 46,130
Totals	4,418,017	4,214,593	+203,424

MILWAUKEE

	1929	1928	
Journal	1,377,579	1,289,955	+ 87,624
Sentinel	554,094	562,962	— 8,868
*Leader	169,843	193,359	— 23,516
*Wis News ...	614,118	664,604	— 50,486
Totals	2,715,634	2,710,880	+ 4,754

WASHINGTON

	1929	1928	
Star	2,059,750	2,092,107	— 32,357
Post	685,602	781,976	— 96,374
*Eve Times ...	535,576	591,591	— 56,015
Herald	405,920	488,081	— 82,161
*Eve News ...	195,940	205,028	— 9,088
Totals	3,882,788	4,158,783	—275,995

CINCINNATI

	1929	1928	
*Post	800,996	708,890	+ 92,106
*Times-Star	1,263,640	1,136,702	+126,938
Enquirer	1,194,358	1,208,088	— 13,730
Tribune	286,734	312,606	— 25,872
Totals	3,545,728	3,366,286	+179,442

NEW ORLEANS

	1929	1928	
Times-Picay	1,486,657	1,354,255	+132,402
Item	801,379	765,926	+ 35,453
States	691,988	683,443	+ 8,545
*Tribune	491,067	454,045	+ 37,022
Totals	3,471,091	3,257,669	+213,422

MINNEAPOLIS

	1929	1928	
Tribune	1,082,368	1,044,234	+ 38,134
Journal	1,132,745	1,025,089	+107,656
*Star	572,596	471,832	+100,764
Totals	2,787,709	2,541,155	+246,554

SEATTLE

	1929	1928	
Times	1,283,486	1,257,197	+ 26,289
*Post-Intellig. ..	897,179	869,236	+ 27,943
*Star	557,388	449,456	+107,932
Totals	2,738,053	2,575,889	+162,164

INDIANAPOLIS

	1929	1928	
*News	1,368,018	1,293,072	+ 74,946
Star	925,248	948,765	— 23,517
*Times	457,815	362,259	+ 95,556
Totals	2,751,081	2,604,096	+146,985

DENVER

	1929	1928	
News	681,700	679,328	+ 2,372
Post	1,143,610	1,120,865	+ 22,745
Totals	1,825,310	1,800,193	+ 25,117

PROVIDENCE

	1929	1928	
Journal	750,989	762,863	— 11,874
*Bulletin	1,150,268	990,144	+160,124
Tribune	297,418	279,968	+ 17,450
*News	376,732	324,928	+ 51,804
Totals	2,575,407	2,357,903	+217,504

COLUMBUS

	1929	1928	
Dispatch	1,656,066	1,597,700	+ 58,366
Journal	556,425	580,227	— 23,802
*Citizen	871,842	908,446	— 36,604
Totals	3,084,333	3,086,373	— 2,040

LOUISVILLE

	1929	1928	
Courier-Jour	1,148,280	1,062,856	+ 85,424
Herald-Post	752,557	771,242	— 18,685
*Times	1,012,315	897,902	+114,413
Totals	2,913,152	2,732,000	+181,152

ST. PAUL

	1929	1928	
*Dispatch	773,248	726,390	+ 46,858
Pioneer	811,930	731,290	+ 80,640
News	638,162	604,394	+ 33,768
Totals	2,223,340	2,062,074	+161,266

OAKLAND

	1929	1928	
Tribune	1,385,664	1,343,230	+ 42,434
*Post-Inquirer ..	756,406	710,346	+ 46,060
Totals	2,142,070	2,053,576	+ 88,494

OMAHA

	1929	1928	
World-Herald ..	802,626	819,154	— 16,528
Bee-News	527,385	641,102	—113,717
Totals	1,330,011	1,460,256	—130,245

BIRMINGHAM

	1929	1928	
Age-Herald	671,412	611,562	+ 59,850
News	1,325,464	1,331,064	— 5,600
*Post	509,348	463,876	+ 45,472
Totals	2,506,224	2,406,502	+ 99,722

RICHMOND

	1929	1928	
*News-Leader ..	923,146	1,103,168	—180,022
Times-Disp.	773,640	829,682	— 56,042
Totals	1,696,786	1,932,850	—236,064

DAYTON

	1929	1928	
News	1,115,758	1,099,714	+160,044
*Herald	722,876	715,834	+ 7,042
Journal	488,810	589,190	—100,380
Totals	2,327,444	2,404,738	+ 77,294

HOUSTON

	1929	1928	
Chronicle	1,116,276	1,158,822	— 42,546
Post-Dispatch ..	1,016,708	1,007,762	+ 8,946
*Press	598,300	564,606	+ 33,754
Totals	2,731,344	2,731,190	+ 154

DES MOINES

	1929	1928	
Register	639,744	630,769	+ 8,975
*Tribune	807,624	697,513	+110,111
Totals	1,447,368	1,328,282	+119,086

ALBANY

	1929	1928	Change
Knickerb. Press	52,093	62,310	— 10,217
Evening News	45,270	46,228	— 958
Times-Union**	46,841	42,761	+ 4,080
Totals	144,204	151,299	— 7,095

** The Times-Union now has a Sunday edition, the first issue appeared on December 16, 1928.

ATLANTA

	1929	1928	Change
Journal	1,213,982	1,171,940	+ 42,042
Constitution	915,096	791,546	+123,550
Georgian & American	594,328	643,370	— 49,042
Totals	2,723,406	2,606,856	+116,550

BRIDGEPORT

	1929	1928	Change
*Telegram	681,775	599,416	+ 82,359
Post	702,090	617,484	+ 84,606
Sunday Post	105,780	131,639	— 25,859
*Times Star	422,460	375,594	+ 46,866
Sunday Herald	81,961	84,957	— 2,996
Totals	1,994,066	1,809,090	+184,976

FORT WORTH

	1929	1928	Change
Star-Telegram	791,252	790,342	+ 910
*Record-Telegram	398,930	363,958	+ 34,972
*Ft. Worth Press	447,160	408,912	+ 38,248
Totals	1,637,342	1,563,212	+ 74,130

GRAND RAPIDS

	1929	1928	Change
Grand Rapids Press**	1,196,160	1,159,858	+ 36,302
Grand Rapids Herald	615,916	845,908	—229,992
Totals	1,812,076	2,005,766	—193,690

**Press 6 days only; Herald 7 days.

KANSAS CITY (Mo.)

	1929	1928	Change
Jt.-Post	468,439	344,526	+123,913
Sunday Jr.-Post	162,974	177,530	— 14,556
Times	815,640	745,845	+ 69,795
Star	953,308	853,540	+ 99,768
Sunday Star	418,849	486,149	— 67,300
Totals	2,819,210	2,607,590	+211,620

MEMPHIS

	1929	1928	Change
Comm. Appeal	1,068,459	1,067,318	+ 1,141
*Eve. Appeal	617,904	497,070	+120,834
*Press Scimitar	712,446	792,834	— 80,388
Totals	2,398,809	2,357,222	+ 41,587

PORTLAND

	1929	1928	Change
Oregonian	66,237	65,547	+ 690
Journal	52,985	53,300	— 315
*Telegram	34,960	30,080	+ 4,880
*News	25,453	24,716	+ 737
Totals	179,635	173,643	+ 5,992

ROCHESTER

	1929	1928	Change
Journal	867,426	846,986	+ 20,440
*Times	1,151,278	1,041,385	+109,893
Democrat & Chronicle	1,244,561	1,339,273	— 94,712
Totals	3,263,265	3,227,644	+ 35,621

SALT LAKE CITY

	1929	1928	Change
Tribune	910,616	905,926	+ 4,690
Telegram	452,788	405,874	+ 46,914
*News	391,370	331,604	+ 59,766
Totals	1,754,774	1,643,404	+111,370

TOLEDO

	1929	1928	Change
Blade	1,182,866	1,134,579	+ 48,287
News-Bee	720,506	684,737	+ 35,769
Daily Times	317,954	240,086	+ 77,868
Sunday Times	316,876	355,250	— 38,374
Totals	2,538,202	2,414,652	+123,550

WORCESTER

	1929	1928	Change
Daily Telegram	686,756	549,066	+137,690
Sunday Telegram	216,598	245,644	— 29,046
Evening Gazette	747,061	619,601	+127,460
Totals	1,650,415	1,414,311	+236,104

*No Sunday edition.

The Paterson, N. J. Market

is carefully analyzed in the new survey just completed by The Paterson Press-Guardian.

This report has been prepared along the lines suggested by the Bureau of Advertising, American Newspaper Publishers Association.

In it is contained a number of statistical facts regarding Paterson and surrounding territory which are of value in studying sales possibilities in this region.

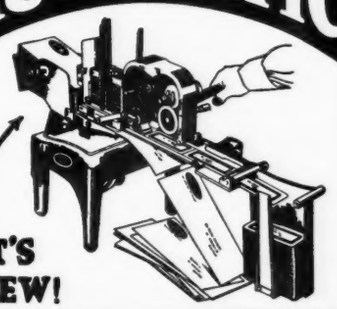
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The Paterson Press-Guardian

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